

## **Green HRM - 'Attracting & Retaining Talent with Sustainability'**

**Dr. Shashank Mehrotra**

Assistant Professor, Department of Management (MBA)  
Accurate Institute of Management & Technology (AIMT), Greater Noida.

*E-Mail: - shashankmehrotra10@gmail.com*

---

### **ABSTRACT**

Green Human Resource Management (Green HRM) integrates environmental sustainability into all HR processes—from recruitment and training to performance evaluation and compensation—to foster a workforce that understands, values, and implements eco-friendly practices. By embedding environmental management into HR activities, Green HRM promotes sustainable operations, minimizes negative environmental impact, and cultivates a green organizational culture. It involves recruiting candidates committed to sustainability, offering targeted training on environmental management, and incorporating sustainability metrics into performance assessments, with rewards for achieving green objectives. Establishing a green culture enables organizations to reduce costs, enhance reputation, boost employee engagement, and comply with environmental regulations. Ultimately, Green HRM supports long term sustainability by driving accountability and creating an ethical business environment that benefits both companies and the planet. Furthermore, it attracts and retains talent by aligning organizational values with employee expectations, and promotes continuous improvement through green feedback and innovation—thereby strengthening competitiveness in markets.

**Keywords:** *Green HRM, Environmental Sustainable Practices, Environmental Performance Assessments, Environmental Standards & Green Initiatives.*

### **1. INTRODUCTION**

Environmental Management & Human Resource Management techniques are combined in the new area of "Green Human Resource Management," or "Green HRM." This concept aims to create a Sustainable and Eco-Friendly Work-Place by integrating Green Policies and Practices into HR operations such as Recruitment, Training and Performance Management, Employees Engagement.

#### **1.1 KEY ASPECTS OF GREEN HRM**

**Green Hiring and Choosing:** Green hiring and choosing involves integrating environmental sustainability criteria into every stage of the recruitment and selection process. Organizations develop job descriptions that explicitly communicate sustainability values, seek candidates whose commitments align with environmental goals, and use green screening tools and interview questions to assess eco-conscious attitudes. Employer branding highlights green initiatives to attract talent passionate about sustainability. Partnerships with educational institutions, green job fairs, and online sustainability platforms broaden the candidate pool. By prioritizing candidates dedicated to sustainable practices, organizations build a workforce equipped to support long-term environmental objectives, foster a green culture, and ensure sustainability becomes a core competency.

**Green Training and Development:** Green training and development focuses on educating employees about environmental issues, sustainable business practices, and the organization's green objectives. Training programs include workshops, e-learning modules, certifications in environmental management, and hands-on projects that teach employees how to minimize waste, reduce energy use, and implement eco-friendly processes. Development initiatives identify and nurture sustainability champions, equipping them with leadership skills to drive green innovation across departments. Continuous learning pathways ensure employees stay updated on emerging environmental regulations, green technologies, and best practices. By embedding sustainability into professional development, organizations cultivate a workforce capable of integrating environmental stewardship into everyday operations and fostering an enduring sustainable culture.

**Green Performance Management:** Green performance management establishes environmental sustainability as a core component of employee goals and evaluation. Organizations set clear, measurable sustainability objectives—such as reducing carbon footprint, conserving resources, or implementing recycling programs—and integrate these targets into individual performance plans. Regular performance reviews include assessments of employees' contributions to green projects, adherence to eco-friendly practices, and progress toward organizational sustainability benchmarks. Feedback mechanisms help employees identify areas for improvement and celebrate green achievements. Linking performance outcomes to sustainability metrics reinforces accountability, encourages continuous improvement, and ensures that environmental responsibility is recognized and rewarded as an integral element of professional success.

**Green Employee Engagement:** Green employee engagement cultivates an environmentally conscious workplace by motivating staff to actively participate in sustainability initiatives. Engagement strategies include forming green committees, organizing volunteer opportunities like tree planting, hosting sustainability awareness campaigns, and soliciting employee suggestions for reducing environmental impact. Gamification techniques—such as competitions, challenges, and recognition programs encourage friendly rivalry and shared commitment to eco-friendly behaviours. Regular communication channels, including newsletters and town halls, keep employees informed about sustainability goals and progress. Through empowering employees to contribute ideas and lead green projects, organizations strengthen ownership of environmental objectives, boost morale, and embed sustainability into the corporate culture.

**Green Compensation & Benefits:** Green compensation and benefits align reward systems with sustainability performance to incentivize eco-friendly behaviour. Organizations offer monetary incentives such as bonuses or salary increases—for achieving green targets, as well as non-monetary recognition like awards, certifications, and public acknowledgement. Benefits packages may include subsidies for public transportation, support for green commuting options, or allowances for eco-friendly purchases. Career development opportunities are tied to participation in sustainability initiatives, reinforcing the value of green contributions. Through rewarding employees for advancing environmental objectives, organizations drive motivation, enhance retention of sustainability-minded talent, and ensure long-term growth through a culture that values ethical and accountable business practices.

---

**RECENT TRENDS IN GREEN HUMAN RESOURCE MANAGEMENT**

**Figure 1: Recent Trends in Green Human Resource Management**

*Source: <https://link.springer.com/article/10.1007/s11356-022-21471-9>*

## 1.2 BENEFITS OF GREEN HRM

Green Human Resource Management (Green HRM) delivers strategic benefits by embedding sustainability into organizational practices. It fosters environmental sustainable development by reducing carbon footprint through waste management and recycling programs, energy-saving initiatives, and encouraging remote work to cut commuting emissions. Cost savings accrue from reduced waste disposal fees, lower trash disposal costs, lower material consumption, and decreased utility expenses through energy-efficient processes. An improved corporate image arises as stakeholders view the company as environmentally responsible, attracting top talent, investors, and eco-conscious customers. Staff engagement and morale rise as employees take pride in working for a company committed to positive environmental impact. Adopting eco-friendly procedures stimulates innovation and competence, resulting in new green products, services, and efficient processes that provide competitive advantage. Green HRM enhances social accountability by demonstrating ethical business conduct and strengthening relationships with stakeholders, communities, partners, and fostering community goodwill. Organizations with strong green policies find it easier to attract and retain employees who value sustainability, reducing turnover and recruitment costs. Finally, regulatory adherence improves as proactive environmental management ensures compliance with current laws and positions companies to adapt to future regulations, avoiding penalties and legal risks. These outcomes support long-term resilience, profitability, sustainable growth, and community wellbeing.

## KEY COMPONENTS OF GREEN HUMAN RESOURCE MANAGEMENT



**Figure 2: Key Components of Green Human Resource Management**

*Source: <https://www.collidu.com/presentation-green-human-resource-management-HRM>*

### 1.3 FUNCTIONS OF GREEN HRM

**Green Recruitment & Selection:** Green Recruitment & Selection integrates environmental sustainability into every stage of hiring. Job descriptions, employer branding, and recruitment channels (e.g., green job boards, sustainability-focused career fairs) explicitly highlight eco-values to attract candidates committed to environmental stewardship. Selection criteria include interview questions and assessment tools that evaluate applicants' knowledge of and motivation for sustainable practices. Partnerships with universities and NGOs expand the pool of green-minded talent. During onboarding, new hires are introduced to the organization's green policies, goals, and expectations. Prioritizing candidates who demonstrate genuine dedication to sustainability ensures a workforce aligned with—and capable of advancing—the company's environmental objectives from day one.

**Green Training & Development:** Green Training & Development equips employees with the skills and knowledge needed to implement eco-friendly practices. Programs cover environmental management systems, waste reduction techniques, energy conservation, and sustainable procurement. Delivery methods include workshops, e-learning modules, certification courses, and hands-on green projects. Leadership development identifies and nurtures sustainability champions who drive cross-functional initiatives. Ongoing refresher courses keep staff up to date on evolving environmental regulations, technologies, and best practices. Embedding sustainability into professional development fosters employee competence, builds confidence in green decision-making, and ensures continuous improvement in environmental performance across all levels of the organization.

**Green Performance Management & Appraisal:** Green Performance Management integrates sustainability objectives into employee goal-setting and evaluations. Organizations establish clear, measurable environmental targets such as reducing carbon emissions, increasing recycling rates, or improving resource efficiency and incorporate these metrics into performance plans. Regular reviews assess

contributions to green projects, adherence to eco-friendly practices, and progress toward sustainability benchmarks. Feedback sessions recognize achievements, identify improvement opportunities, and align individual development plans with environmental goals. Linking performance outcomes to sustainability metrics reinforces accountability, motivates employees to adopt green behaviours, and embeds environmental responsibility into the core of performance culture.

**Green Compensation & Reward:** Green Compensation & Reward aligns incentives with sustainability achievements. Financial rewards such as bonuses or salary increases are tied directly to meeting green targets, while non-monetary recognition (e.g., awards, certifications, public acknowledgment) celebrates eco-champions. Benefits may include subsidies for public transportation, green commuting allowances, or discounts on sustainable products. Career advancement opportunities often hinge on contributions to environmental initiatives. By rewarding eco-friendly behaviours, organizations boost motivation, strengthen retention of sustainability-focused talent, and demonstrate that environmental stewardship is a valued—and rewarded—competency.

**Green Employee Empowerment & Participation:** Green Employee Empowerment & Participation invites staff to co-create and lead sustainability efforts. Mechanisms include green committees, suggestion programs, and cross-functional task forces that solicit ideas for reducing waste and conserving resources. Gamification strategies—like eco-challenges and competitions—foster engagement and reinforce green habits. Volunteer initiatives and community outreach enable hands-on environmental impact. Transparent communication channels ensure employee feedback shapes sustainability strategies. Empowering employees to own green initiatives enhances morale, drives innovation, and embeds a collective sense of responsibility for the organization's environmental footprint.

**Green Management of Organizational Culture:** Green Management of Organizational Culture embeds sustainability into the company's mission, values, and decision-making. Leadership demonstrates commitment through clear green policies, dedicated resources, and strategic sustainability goals. Regular communication—via sustainability reports, newsletters, and town halls keeps employees informed and aligned. Environmental considerations are integrated into business planning, procurement, and product development processes. Celebrating green successes and sharing best-practice stories reinforce eco-norms. Cultivating a shared identity centered on ecological responsibility ensures that sustainability becomes a foundational aspect of organizational culture and long-term strategy.

## **1.4 RESEARCH METHODOLOGY**

Various quantitative and qualitative methodologies underpin research on Green Human Resource Management (Green HRM). Meta-synthesis aggregates and codes findings from multiple studies to identify core Green HRM elements and processes. The Delphi method solicits iterative expert feedback to reach consensus on critical sustainable HR practices. Structural Equation Modeling (SEM) empirically validates relationships among Green HRM constructs—such as recruitment, training, and performance metrics—revealing their combined impact on sustainability outcomes. The TCCM framework (Theories, Context, Characteristics & Methodologies) systematically reviews literature to map prevailing theories, constructs, and methods and to highlight future research directions. Analytical Hierarchy Process (AHP) ranks and prioritizes Green HRM practices through pairwise comparisons. Basic descriptive statistics summarize data distributions, while correlation analysis examines associations between employee engagement in green initiatives and organizational performance. Regression analysis predicts how Green HRM practices influence outcomes like job satisfaction and productivity. Factor analysis uncovers latent

dimensions underlying sustainable HR behaviors. ANOVA compares the effectiveness of Green HRM across departments or firms, and Chi-square tests assess relationships between categorical variables (e.g., demographic factors and green participation). Together, these diverse methods enable robust evaluation, validation, and prioritization of Green HRM strategies—guiding evidence-based adoption of sustainable HR practices within organizations.

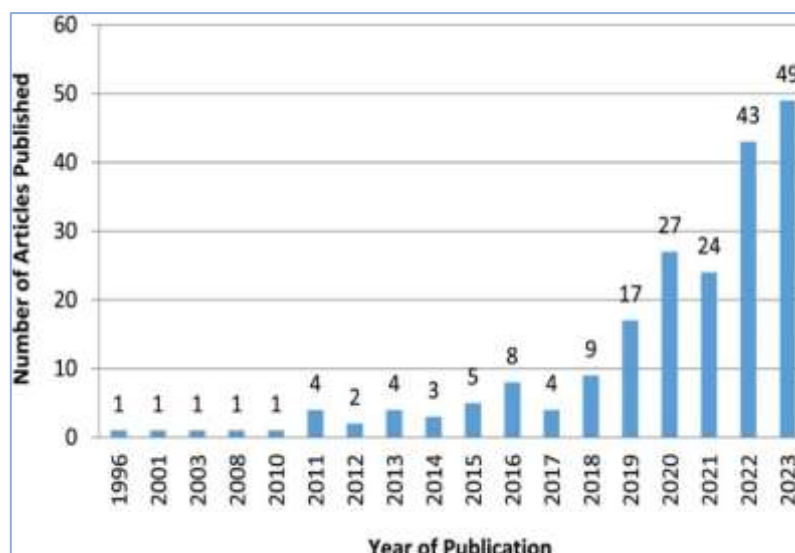
## 2. A SYSTEMATIC LITERATURE REVIEW ON GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

An organizational sustainability perspective examines how Green Human Resource Management (Green HRM) research connects to sustainability outcomes, including underlying drivers and implementation extent within organizations. This review identifies trends over the past decade, mapping scholarly focus on environmental stewardship, resource efficiency, and eco-friendly behaviours. It evaluates employees' attitudes toward sustainability and the influence of Green HRM practices on pro environmental behaviours. By assessing implementation across industries, the review highlights barriers, and enablers of sustainable HR adoption. Ultimately, this perspective underscores Green HRM's critical strategic role in embedding sustainable values, informing decision making, and advancing organizational resilience, long term ecological performance, and organizational culture.

### CRITICAL STUDY ON GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

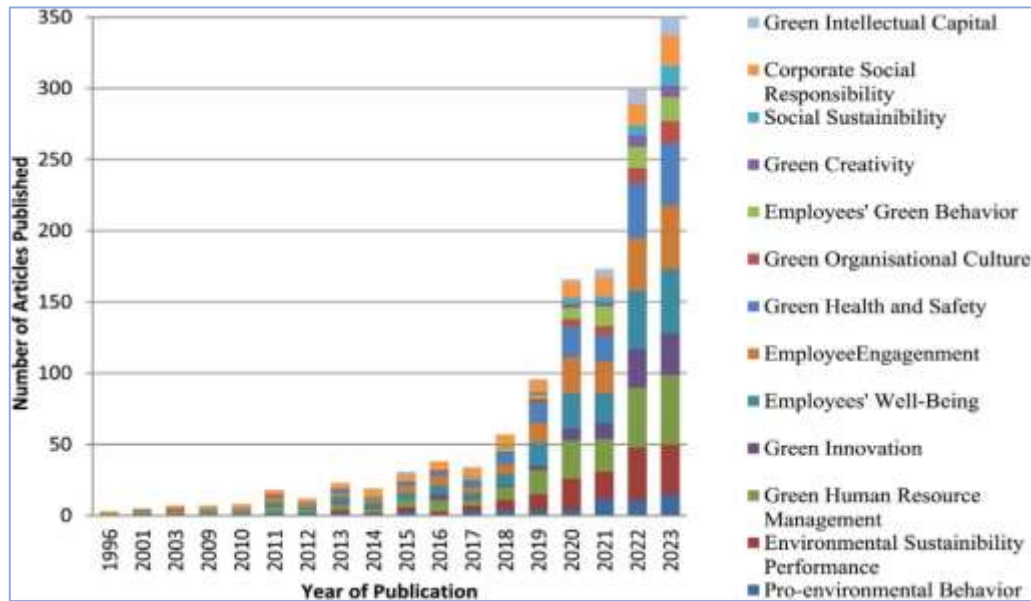
An overview of research on Green Human Resource Management businesses provided Outlines & Research Gaps on Green HRM principles, emphasizing the importance of HRM policies pertaining to sustainable practices for boosting Employees Understanding and Commitment towards Sustainability.

### FIGURES & DIAGRAMS



**Figure 3: Mapping the Green Human Resource Management Practices: A Systematic Scoping Review & Its Implications for Employees Well-Being**

*Source: <https://journals.sagepub.com/doi/10.3233/HSM-230183?icid=int.sj-abstract.citing-articles.5>*



**Figure 3: Mapping the Green Human Resource Management Practices: A Systematic Scoping Review & Its Implications for Employees Well-Being**

Source: <https://journals.sagepub.com/doi/10.3233/HSM-230183?icid=int.sj-abstract.citing-articles.5>

**BENEFITS OF GREEN HUMAN RESOURCE MANAGEMENT**



**Figure 4: Benefits of Green Human Resource Management**

Source: [https://link.springer.com/chapter/10.1007/978-3-031-35795-4\\_1](https://link.springer.com/chapter/10.1007/978-3-031-35795-4_1)

**GREEN HUMAN RESOURCE MANAGEMENT MODEL**



**Figure 5: Green Human Resource Management Model**

Source: [https://www.semanticscholar.org/paper/A-Study-on-Implications-of-Implementing-Green-HRM-Ramasamy Inore/fda7759f13f92ef041bba3273597bc112b152c43](https://www.semanticscholar.org/paper/A-Study-on-Implications-of-Implementing-Green-HRM-Ramasamy-Inore/fda7759f13f92ef041bba3273597bc112b152c43)

**FUNCTIONS OF GREEN HUMAN RESOURCE MANAGEMENT MODEL (GHRM)**

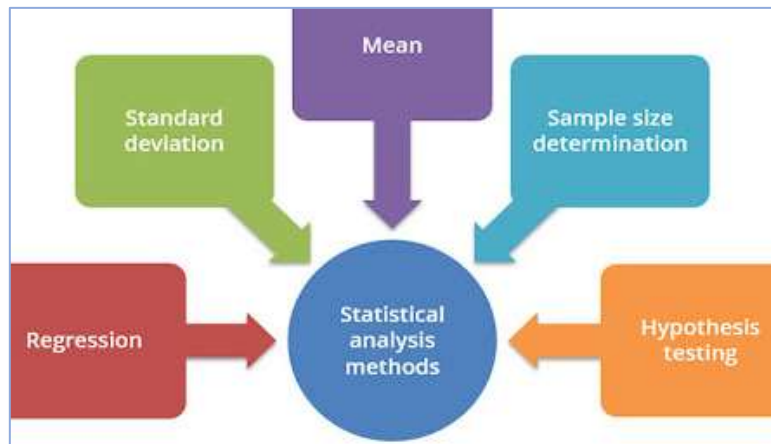


**Figure 6: Functions of Green Human Resource Management Model**

Source: <https://www.collidu.com/presentation-green-human-resource-management-hrm>



**METHODOLOGIES OF GREEN HUMAN RESOURCE MANAGEMENT**



**Figure 7: Methodologies of Green Human Resource Management**

*Source: <https://www.allerin.com/blog/5-big-data-statistical-analysis-methods>*

**OBJECTIVES OF GREEN HUMAN RESOURCE MANAGEMENT**



**Figure 8: Objectives of Green Human Resource Management**

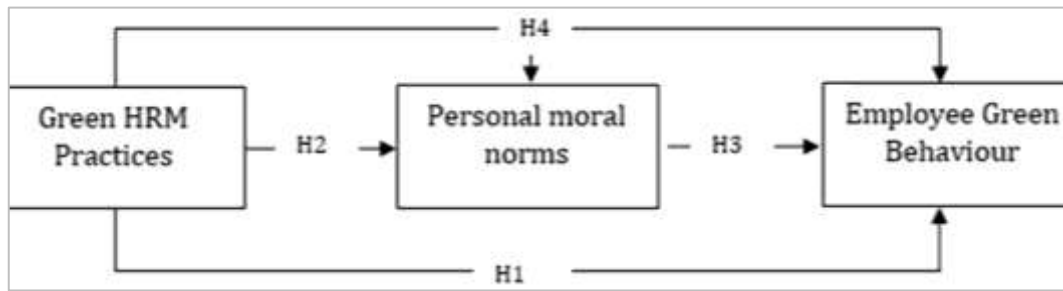
*Source: <https://www.collidu.com/presentation-green-human-resource-management-hrm>*

**Formulation of Hypothesis**

The Null Hypothesis (H0) states that Green HRM Practices have no impact on Employees performance or on Organizational Sustainability.

Alternative Hypothesis (H1) states that Green HRM Methods have a considerable influence on both Employees Performance and Corporate Sustainability.

**FORMULATION OF HYPOTHESIS**



**Figure 9: Formulation of Hypothesis**

Source: <https://journals.sagepub.com/doi/full/10.1177/2158244020982292>

**TABLE ON DESCRIPTIVE STATISTICS**

VARIABLES (N=425)	M	SD
GHRM	2.73	0.97
EGB	3.52	0.84
PMN	4.24	0.63

**NOTE:** - GHRM = Green Human Resource Management; EGB= Employees Green Behavior  
 PMN = Personal Moral Norms

**FINDINGS**

**(A.) DEMOGRAPHIC PROFILE OF RESPONDENTS**

Out of the 665 surveys that were conducted, only 483 were returned. Only 425 (63.91%) of these were suitable for analysis. There were 289 (68%) girls and 136 (32%) males among the participants.

They were between the ages of 39 and 43, with a mean age of 41.21 (SD = 1.67). 0.7% possessed additional higher Educational Qualifications, while the majority (84.9%) had a PH.D. Six percent were Professors, and more than half (56.7%) were Senior Scholars.

**STATISTICAL ANALYSIS**

On a scale with a maximum of five points, the average score for Green HRM practices was 2.73, and the Standard Deviation (SD) was 0.97. EGB's Mean was 3.52, and its standard deviation was 0.84. The PMN mean was 4.24, and the SD was 0.632. Sixty-Eight percent of the responders were Females.

**GREEN HRM PRACTICES IN HIGHER EDUCATION INSTITUTIONS**

- Low Perception of Green HRM Practices was possible due to lack of EMS.
- High Academic PMN indicating Moral Norms and Environmental Obligations.
- Average EGB attributed due to lack of proper Green HRM Practices.

NOTE: - EMS means Environmental Management Systems.

SOURCES OF DATA COLLECTION

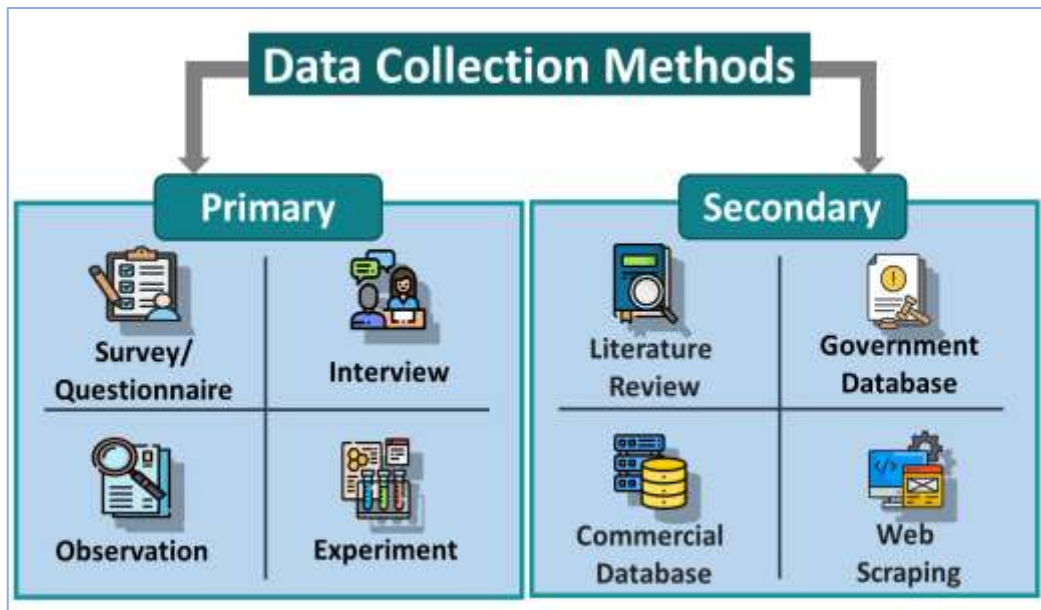


Figure 10: Sources of Data Collection

Source: <https://www.educba.com/data-collection-methods/>

3. IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL SUSTAINABILITY

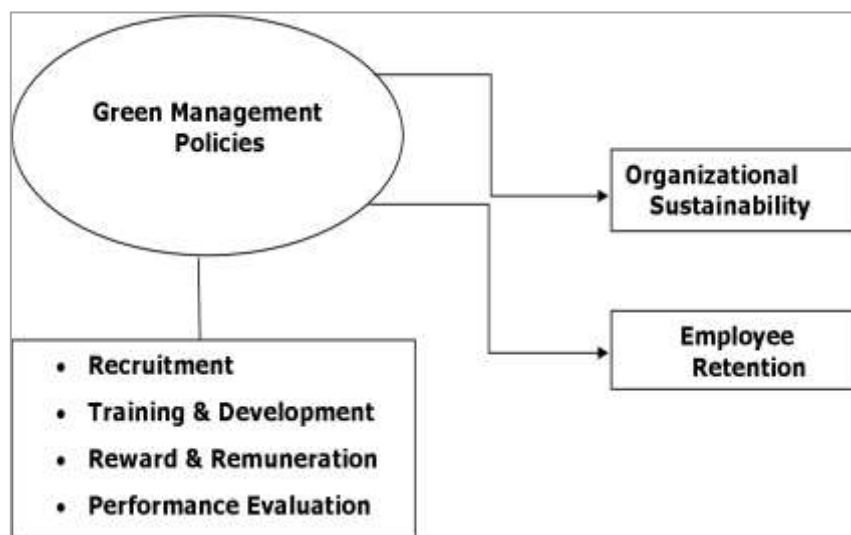


Figure 11: Impact of Green Human Resource Management on Organizational Sustainability

Source: <https://www.semanticscholar.org/paper/Impact-of-Green-Human-Resources-Management-on-and-Jam-Jamal/d19a94751ff4b1237ad3673745da246d96d3b9ad>

THE IMPORTANCE OF SUSTAINABILITY IN LEADERSHIP



Figure 12: Importance of Sustainability in Leadership

Source: <https://kapable.club/blog/leadership/sustainable-leadership-driving-impact-beyond-profit/>

STEPS TAKEN FOR ATTRACTING & RETAINING TALENT

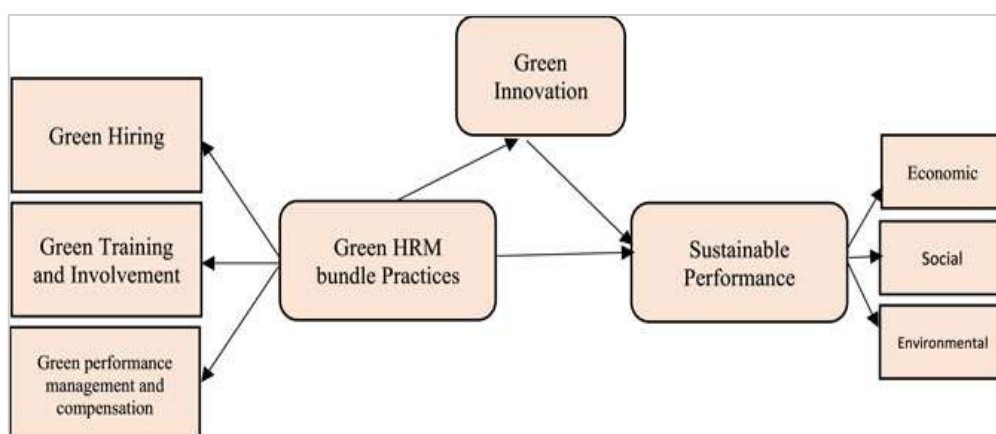


Figure 13: Steps Taken for Attracting & Retaining Talent

Source: <https://www.frontiersin.org/journals/environmental-science/articles/10.3389/fenvs.2022.901235/full>

4. LIMITATIONS OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

Organizations face significant challenges when implementing Green HRM. Resistance to change arises when managers and employees lack awareness, understanding, or view sustainable practices as inconvenient. Resource constraints—particularly for smaller firms—limit investment in training, technology, and infrastructure. The risk of greenwashing undermines credibility when organizations prioritize image over genuine environmental action, damaging trust and inviting legal repercussions. Measuring the impact of Green HRM is difficult due to inadequate metrics and reporting systems. Cultural and geographical differences complicate standardization of green initiatives across diverse contexts. Finally, a short-term focus on immediate financial gains can overshadow sustainability objectives, thus significantly reducing overall effectiveness of Green HRM.

**IMPORTANT KEY-WORDS**

Green HRM integrates sustainable recruitment, training, performance management, compensation, engagement, CSR, resource efficiency, environmental management, and green initiatives. It uses standards, assessments, and benchmarking to measure impact and reduce waste, aligning HR practices with regulatory requirements to promote long-term ecological balance and organizational sustainability and improve employee environmental performance outcomes.

**5. CONCLUSION**

Green HRM embeds environmental sustainability into HR policies such as green recruitment, training, and energy efficiency to reduce ecological footprints, boost employee engagement, enhance corporate reputation, and align business objectives with environmental stewardship. Implementing Green HRM cultivates a sustainable culture, drives long term growth, and secures organizational success and innovation.

Green HRM integrates environmental responsibility into performance management, training, and recruitment to enhance organizational sustainability and talent management. By embedding green evaluation and continuous feedback, companies measure employees' contributions to sustainability, while green training develops skills for resource efficiency and waste reduction. Eco-friendly recruitment, sustainable workplace policies, and employee engagement initiatives build a strong employer brand that attracts candidates committed to environmental values. Comprehensive green practices—supported by competitive compensation, career growth, inclusive culture, and work-life balance—boost employee satisfaction, retention, and corporate reputation. Ultimately, Green HRM delivers cost savings, innovation, and a competitive edge, driving long-term resilience and sustainable organizational success.

**REFERENCES**

1. Collidu. (n.d.). Key components of green human resource management [PowerPoint slides]. Retrieved from <https://www.collidu.com/presentation-green-human-resource-management-hrm>.
2. Mapping the green human resource management practices: A systematic scoping review & its implications for employees well-being. (2023). Human Systems Management. <https://doi.org/10.3233/HSM-230183>.
3. Mapping the green human resource management practices: A systematic scoping review & its implications for employees well-being. (2023). Human Systems Management. <https://doi.org/10.3233/HSM-230183>.
4. Springer. (2023). Benefits of green human resource management (Chapter 1). In Sustainable HRM: A multidisciplinary perspective. [https://doi.org/10.1007/978-3-031-35795-4\\_1](https://doi.org/10.1007/978-3-031-35795-4_1).
5. Ramasamy, P., & Inore, P. (n.d.). A study on implications of implementing Green HRM. Semantic Scholar. Retrieved from <https://www.semanticscholar.org/paper/A-Study-on-Implications-of-Implementing-Green-HRM-Ramasamy-Inore/fda7759f13f92ef041bba3273597bc112b152c43>.
6. Collidu. (n.d.). Functions of green human resource management model [PowerPoint slides]. Retrieved from <https://www.collidu.com/presentation-green-human-resource-management-hrm>.
7. Allerin. (n.d.). 5 big data statistical analysis methods. Retrieved from <https://www.allerin.com/blog/5-big-data-statistical-analysis-methods>.

8. Collidu. (n.d.). Objectives of green human resource management [PowerPoint slides]. Retrieved from <https://www.collidu.com/presentation-green-human-resource-management-hrm>.
9. Rizvi, S. (2020). Formulation of hypothesis. SAGE Open. <https://doi.org/10.1177/2158244020982292>.
10. Educba. (n.d.). Data collection methods. Retrieved from <https://www.educba.com/data-collection-methods/>.
11. Jamal, M., & Jamal, M. (n.d.). Impact of Green Human Resource Management on organizational sustainability. Semantic Scholar. Retrieved from [https://www.semanticscholar.org/paper/Impact-of-Green-Human-Resources-Management-on-and-Jam Jamal/d19a94751ff4b1237ad3673745da246d96d3b9ad](https://www.semanticscholar.org/paper/Impact-of-Green-Human-Resources-Management-on-and-Jam-Jamal/d19a94751ff4b1237ad3673745da246d96d3b9ad).
12. Kapable Club. (n.d.). Importance of sustainability in leadership. Retrieved from <https://kapable.club/blog/leadership/sustainable-leadership-driving-impact-beyond-profit/>.
13. Frontiers in Environmental Science. (2022). Steps taken for attracting & retaining talent. <https://doi.org/10.3389/fenvs.2022.901235>.
14. Environmental Science and Pollution Research. (2022). Recent trends in green human resource management. <https://doi.org/10.1007/s11356-022-21471-9o3-mini>.