

Eco-Friendly Practices and Green Policies for Sustainable Human Resource Management

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Abstract - The increasing emphasis on environmental sustainability has transformed Human Resource Management (HRM) from a traditional administrative function into a strategic driver of sustainable organizational development. Green Human Resource Management (Green HRM) has emerged as an important approach that integrates environmentally responsible practices into human resource functions, enabling organizations to reduce their environmental impact while enhancing employee engagement, organizational performance, and long-term sustainability. Despite the growing adoption of Green HRM, limited empirical research has examined its influence on Sustainable Human Resource Management (Sustainable HRM), particularly within India's digital marketing and service sector. Addressing this gap, the present study investigates the relationship between Green HRM practices and Sustainable HRM, using **Green Human Resource Management as the independent variable** and **Sustainable Human Resource Management as the dependent variable**.

The study aimed to evaluate employees' perceptions of Green HRM practices, examine their influence on Sustainable HRM, and determine the extent to which environmentally responsible HR initiatives contribute to organizational sustainability. A **quantitative research design** was adopted, and primary data were collected through a structured Google Forms questionnaire comprising demographic and Likert-scale questions. The study employed a **convenience sampling technique**, and data were collected from **120 respondents**, including **50 employees of Innovkraft Inc.** and **70 employees from other digital marketing agencies and related organizations**. Secondary data were obtained from peer-reviewed journals, books, conference proceedings, and reputable online sources to establish the theoretical foundation of the study. The collected data were analysed using **IBM SPSS Statistics Version 29**, employing descriptive statistics, **Cronbach's Alpha** to assess instrument reliability, **One-**

Sample t-test for hypothesis testing, **Pearson Correlation Analysis**, and **Simple Linear Regression Analysis**.

The findings revealed that respondents held positive perceptions of Green HRM practices, including green recruitment, paperless HR processes, environmental training, employee participation in sustainability initiatives, green performance management, and green reward systems. The One-Sample t-test confirmed that these practices were perceived as statistically significant contributors to sustainable workplace management. Pearson Correlation Analysis indicated a **strong positive relationship** between Green HRM and Sustainable HRM ($r = 0.728$, $p < 0.001$), while the regression analysis demonstrated that Green HRM explained **53% of the variance ($R^2 = 0.530$)** in Sustainable HRM, confirming its significant predictive influence on sustainable human resource outcomes. These findings suggest that organizations implementing comprehensive Green HRM practices are more likely to strengthen employee engagement, environmental responsibility, organizational commitment, and overall sustainability performance.

The study contributes to the existing literature by providing empirical evidence on the strategic role of Green HRM in promoting Sustainable HRM within the digital marketing industry. It extends the application of sustainability-oriented HR practices to service-based organizations and supports the **Resource-Based View (RBV)**, **Ability–Motivation–Opportunity (AMO) Theory**, and **Employee Engagement Theory**, demonstrating that environmentally responsible HR practices create long-term organizational value. The study concludes that integrating Green HRM into organizational strategy is essential for fostering sustainable workplace practices, enhancing organizational effectiveness, and achieving long-term competitive advantage. The findings provide valuable implications for researchers, HR professionals, organizational leaders, and policymakers

seeking to strengthen sustainability through human resource management.

Keywords: Green Human Resource Management, Sustainable Human Resource Management, Green HRM, Sustainable HRM, Environmental Sustainability, Employee Engagement, Green Recruitment, Sustainable Workplace, Organizational Sustainability, Digital Marketing Industry, Human Resource Management, SPSS.

INTRODUCTION

1.1 Introduction

In the contemporary business environment, environmental sustainability has become a critical strategic priority for organizations across the globe. Rapid industrialization, climate change, depletion of natural resources, increasing environmental pollution, and growing public awareness have encouraged organizations to adopt sustainable business practices. Sustainability is no longer viewed as merely a corporate social responsibility initiative; instead, it has become an integral component of organizational strategy that aims to balance economic growth, environmental protection, and social well-being. As organizations strive to achieve long-term competitiveness, they are increasingly integrating environmentally responsible practices into all functional areas, including Human Resource Management (HRM).

Green Human Resource Management (Green HRM) refers to the integration of environmental management principles into human resource policies and practices to promote sustainable organizational development. It involves encouraging employees to adopt environmentally responsible behaviours while ensuring that organizational operations are conducted in an eco-friendly and resource-efficient manner. Green HRM seeks to create a workplace culture where environmental sustainability becomes a shared responsibility of both management and employees. By incorporating environmental objectives into HR functions, organizations can improve operational efficiency, reduce environmental impact, and enhance overall organizational performance.

Green HRM encompasses a wide range of environmentally sustainable HR practices, including green recruitment and selection, paperless documentation, digital onboarding, environmental training and development, green performance management, green compensation and rewards, employee participation in environmental initiatives, waste reduction, energy conservation, recycling programmes, and the adoption of digital technologies that minimize the use of physical

resources. These practices not only reduce an organization's ecological footprint but also encourage employees to develop environmental awareness and actively contribute to sustainability goals.

The implementation of Green HRM offers numerous benefits to organizations. Environmentally responsible HR practices help reduce operational costs through efficient utilization of resources, improve employee motivation and job satisfaction, strengthen organizational commitment, enhance corporate reputation, and contribute to sustainable competitive advantage. Green HRM also supports innovation by encouraging employees to develop creative solutions for environmental challenges while fostering a positive organizational culture based on responsibility and sustainability. Moreover, organizations that prioritize sustainable HR practices are better positioned to comply with environmental regulations, meet stakeholder expectations, and align their operations with Environmental, Social, and Governance (ESG) principles and the United Nations Sustainable Development Goals (SDGs).

In recent years, rapid digital transformation has further accelerated the adoption of Green HRM practices. The increasing use of cloud computing, virtual meetings, online recruitment systems, electronic documentation, digital learning platforms, and remote working arrangements has significantly reduced paper consumption, travel-related emissions, and overall environmental impact. These technological advancements have enabled organizations to integrate sustainability into their daily HR operations while simultaneously improving efficiency, flexibility, and employee experience.

As environmental concerns continue to influence business strategies worldwide, Green Human Resource Management has emerged as a strategic approach that supports both organizational performance and sustainable development. It enables organizations to build an environmentally conscious workforce, promote responsible resource utilization, and create long-term value for employees, stakeholders, society, and the environment. Therefore, understanding the concept, implementation, and outcomes of Green HRM has become increasingly important for organizations seeking sustainable growth in today's competitive business environment.

Evolution of Green HRM

The evolution of Green Human Resource Management (Green HRM) is closely linked to the growing global emphasis on

environmental sustainability and responsible business practices. During the early stages of industrialization, organizations primarily focused on maximizing productivity and profitability, with limited attention given to environmental conservation. Human Resource Management (HRM) was mainly concerned with traditional functions such as recruitment, training, performance appraisal, compensation, and employee relations. However, increasing environmental challenges such as climate change, pollution, deforestation, and resource depletion led governments, international organizations, and businesses to recognize the importance of sustainable development. The publication of the **Brundtland Report (1987)** and global initiatives such as the **Rio Earth Summit (1992)** significantly influenced organizations to incorporate environmental responsibility into their business strategies. As a result, the concept of Green HRM began to emerge during the late 1990s and early 2000s, emphasizing the integration of environmental objectives into human resource policies and practices. Initially, Green HRM focused on promoting eco-friendly workplace initiatives such as paperless offices, energy conservation, waste reduction, and employee awareness programmes. Over time, its scope expanded to include green recruitment and selection, environmental training and development, green performance management, green compensation and rewards, employee participation in sustainability initiatives, and digital HR practices. In recent years, rapid technological advancements, digital transformation, Environmental, Social, and Governance (ESG) frameworks, and the United Nations Sustainable Development Goals (SDGs) have further accelerated the adoption of Green HRM across organizations worldwide. Today, Green HRM has evolved from a voluntary environmental initiative into a strategic management approach that not only minimizes environmental impact but also enhances employee engagement, organizational performance, innovation, corporate reputation, and long-term sustainable development. It is now recognized as an essential component of modern Human Resource Management, enabling organizations to achieve economic growth while maintaining environmental and social responsibility.

Table 1. Evolution of HR Practices

Period	HR Focus	Outcome
Traditional HR	Administration	Employee Management

Strategic HR	Business Alignment	Organizational Performance
Digital HR	Technology Integration	Efficiency
Green HR	Environmental Responsibility	Sustainability
Sustainable HR	Triple Bottom Line	Long-term Growth

1.2 Industry Profile and Company Profile

Industry Profile

The Indian digital marketing industry has experienced remarkable growth due to increasing internet penetration, smartphone usage, social media adoption, and digital transformation across businesses. Organizations increasingly rely on digital marketing agencies to enhance brand visibility, customer engagement, and online sales.

The industry has also witnessed a shift towards sustainable business practices. Digital agencies are replacing traditional paper-based operations with cloud computing, virtual meetings, digital documentation, and AI-powered automation. These initiatives reduce operational costs while minimizing environmental impact.

Government initiatives promoting digitalization, environmental sustainability, and corporate ESG reporting have further accelerated the adoption of Green HRM practices within service industries.

Table 2. Digital Marketing Industry Growth Drivers

Growth Driver	Impact
Internet penetration	Increased digital customers
AI and Automation	Higher productivity
Social Media	Improved customer engagement
Cloud Technology	Paperless operations
ESG Compliance	Sustainable business practices

Company Profile – Innovkraft Inc.

Innovkraft Inc. is a growing digital marketing agency specializing in innovative online marketing solutions with 50 employees. The organization provides comprehensive digital services including Search Engine Optimization (SEO), Social

Media Marketing, Performance Marketing, Website Development, Graphic Design, Content Marketing, Photography, Videography, and User Interface/User Experience (UI/UX) Design.

The company focuses on creativity, innovation, customer satisfaction, and sustainable business practices. It has implemented several Green HRM initiatives such as paperless communication, virtual collaboration, online employee training, digital performance management, and environmentally friendly workplace practices to improve both employee productivity and organizational sustainability.

1.3 Products/Services Profile and Areas of Operation – Innovkraft Inc.

Products/Services Profile

Innovkraft Inc. is a full-service digital marketing agency that offers integrated digital solutions to help businesses establish a strong online presence, improve brand visibility, generate qualified leads, and achieve sustainable business growth. The company combines creativity, technology, and data-driven strategies to deliver customized marketing solutions across various industries. Its service portfolio covers the complete digital marketing lifecycle, enabling clients to strengthen customer engagement and enhance their competitive position in the digital marketplace.

The major services offered by Innovkraft Inc. include:

- **Search Engine Optimization (SEO):** Improving website rankings on search engines through keyword optimization, technical SEO, content optimization, and link-building strategies to increase organic traffic.
- **Social Media Marketing (SMM):** Creating and managing social media campaigns across platforms such as Instagram, Facebook, LinkedIn, and X (formerly Twitter) to improve brand awareness, customer engagement, and online presence.
- **Performance Marketing:** Managing paid advertising campaigns through Google Ads, Meta Ads, and other digital platforms to generate quality leads, improve conversions, and maximize return on investment (ROI).
- **Website Design and Development:** Designing responsive, user-friendly, and SEO-optimized websites that enhance user experience and support business objectives.

- **Content Marketing:** Developing high-quality blogs, website content, articles, email campaigns, and digital content that educate customers, improve search rankings, and strengthen brand credibility.
- **Branding and Graphic Design:** Creating brand identities through logo design, brand strategy, visual communication, marketing creatives, brochures, and promotional materials that enhance brand recognition.
- **Photography and Videography:** Producing professional photographs, promotional videos, product shoots, corporate films, and social media content that effectively communicate brand stories.
- **UI/UX Design:** Designing intuitive and engaging user interfaces and user experiences for websites and digital applications to improve customer satisfaction and digital interactions.

Areas of Operation

Innovkraft Inc. primarily operates in the field of **digital marketing and business transformation**, serving organizations from startups to established enterprises. The company delivers customized digital marketing solutions for clients across multiple sectors, including healthcare, education, manufacturing, retail, e-commerce, hospitality, professional services, and technology. Its services are tailored to meet the specific marketing objectives and digital growth requirements of businesses operating in different industries.

The company's major areas of operation include:

- Digital marketing strategy and consulting
- Search engine optimization (SEO)
- Social media management and marketing
- Performance marketing and paid advertising
- Website design and web development
- User Interface (UI) and User Experience (UX) design
- Branding and corporate identity development
- Content creation and content marketing
- Photography and videography services
- Lead generation and conversion optimization
- Online reputation management
- Digital analytics and performance monitoring

Innovkraft Inc. primarily serves clients from **Bengaluru** while also working with businesses across **India** and international markets through remote collaboration and digital service delivery. By leveraging technology, creativity, and data-driven marketing strategies, the company supports organizations in expanding their digital presence, improving customer engagement, and achieving sustainable business growth.

Table 3. Services Offered by Innovkraft Inc.

Service	Description
SEO	Improves website visibility on search engines
Social Media Marketing	Brand promotion across social platforms
Performance Marketing	ROI-driven digital advertising
Website Development	Responsive website design and development
Content Marketing	Creation of engaging digital content
Graphic Designing	Creative branding and promotional designs
Photography & Videography	Visual content creation
UI/UX Design	User-centred digital experiences

Organizational Services

Innovkraft Inc. offers a diverse portfolio of digital marketing, creative, and technology-driven services that help businesses establish a strong online presence and achieve sustainable growth. The company focuses on delivering innovative, customer-centric solutions by combining digital marketing strategies, creative design, web development, and user experience optimization. Its services are designed to enhance brand visibility, improve customer engagement, generate qualified leads, and maximize return on investment (ROI). By leveraging advanced digital tools, analytics, and creative expertise, Innovkraft Inc. supports organizations in adapting to the rapidly evolving digital landscape while maintaining high standards of quality, innovation, and customer satisfaction.

Key Organizational Services

- **Search Engine Optimization (SEO):** Improves website visibility and search engine rankings through keyword optimization, technical SEO, on-page and off-page optimization, and link-building strategies to drive organic traffic.
- **Social Media Marketing (SMM):** Develops and manages marketing campaigns across social media platforms such as Facebook, Instagram, LinkedIn, and X (formerly Twitter) to increase brand awareness, customer engagement, and online reach.
- **Website Development:** Designs and develops responsive, user-friendly, and secure websites tailored to business requirements, ensuring seamless functionality and an enhanced user experience across multiple devices.
- **Content Marketing:** Creates high-quality, informative, and engaging content, including blogs, articles, website copy, videos, and promotional materials, to attract target audiences and strengthen brand credibility.
- **Performance Marketing:** Executes data-driven digital advertising campaigns through platforms such as Google Ads and Meta Ads, focusing on measurable outcomes such as lead generation, conversions, website traffic, and return on investment (ROI).
- **Graphic Design:** Provides creative visual solutions including logos, brochures, social media creatives, banners, infographics, and marketing materials that effectively communicate brand identity and messaging.
- **Photography:** Offers professional photography services for products, corporate events, branding campaigns, and promotional content, helping businesses create visually appealing marketing assets.
- **UI/UX Design:** Develops intuitive and visually attractive User Interface (UI) and User Experience (UX) designs that enhance website and application usability, improve customer satisfaction, and deliver seamless digital experiences.

1.4 Infrastructure Facilities

Innovkraft Inc. has developed a modern office infrastructure that supports collaboration, creativity, digital innovation, and efficient service delivery. Located in **Banashankari 3rd Stage, Bengaluru**, the organization provides a professional work

environment equipped with the resources required for digital marketing, web development, branding, content creation, and client servicing. The office is designed to facilitate teamwork, employee productivity, and the effective execution of digital projects.

The major infrastructure facilities available at Innovkraft Inc. include:

- **Modern Office Workspace:** A well-planned office with dedicated workstations for various functional teams such as SEO, Social Media Marketing, Performance Marketing, Web Development, UI/UX Design, Graphic Design, and Content Marketing.
- **High-Speed Internet Connectivity:** Reliable broadband connectivity and networking infrastructure that support uninterrupted digital marketing operations, online campaign management, cloud-based applications, and virtual client interactions.
- **Meeting and Conference Rooms:** Professionally equipped meeting rooms for client presentations, project discussions, brainstorming sessions, team meetings, interviews, and strategy planning. Video conferencing facilities enable seamless communication with clients and remote teams.
- **Creative Studio Facilities:** Dedicated spaces for photography, videography, and multimedia content production with professional equipment to create marketing materials, promotional videos, and social media content.
- **Advanced Computer Systems and Software:** Employees are provided with modern desktop and laptop systems equipped with licensed software for graphic design, website development, digital advertising, SEO analysis, video editing, UI/UX design, and project management. (This point is inferred from the company's service offerings and typical operational requirements rather than explicitly listed by the company.)
- **Cloud-Based Collaboration Tools:** The organization utilizes digital collaboration platforms for project management, document sharing, task tracking, and communication, enabling efficient coordination among teams and supporting paperless workflows. (Inference based on the company's digital-first operations.)

- **Paperless HR and Administrative Processes:** The company emphasizes digital documentation, electronic communication, online recruitment, and electronic record management to minimize paper usage and support environmentally responsible workplace practices. (This aligns with the Green HRM practices discussed in your project and the company's digital operating model.)
- **Training and Learning Environment:** Employees have access to continuous learning opportunities, knowledge-sharing sessions, and professional development activities to enhance technical, creative, and marketing skills. The organization also operates an academy focused on digital marketing education.
- **Client Interaction Facilities:** Dedicated spaces and digital communication infrastructure support regular client meetings, presentations, campaign reviews, and project consultations, ensuring effective client relationship management.
- **Accessible Office Location:** The office is strategically located at **57, 7th Main Road, 100 Ft Ring Road, 7th Block, 4th Phase, Banashankari 3rd Stage, Bengaluru**, making it easily accessible for employees, clients, and business partners.

1.5 Competitor's Analysis

Competitor analysis is an essential strategic management tool that enables organizations to understand the competitive landscape, benchmark their performance, identify market opportunities, and formulate effective business strategies. In the digital marketing industry, competition is highly dynamic due to continuous technological advancements, changing consumer behaviour, evolving search engine algorithms, and the increasing adoption of Artificial Intelligence (AI). Digital marketing agencies compete on multiple parameters, including service quality, creativity, technological expertise, pricing, customer satisfaction, innovation, and the ability to deliver measurable business outcomes.

Innovkraft Inc. operates in the highly competitive digital marketing industry, where organizations strive to provide comprehensive digital solutions while maintaining long-term client relationships. The company differentiates itself through its customer-centric approach, innovative marketing strategies, customized digital solutions, ethical SEO practices, and sustainable workplace culture. According to the company's official information, Innovkraft offers end-to-end services

including SEO, social media marketing, performance marketing, branding, web development, UI/UX design, photography, and videography, with a focus on measurable business growth.

To understand Innovkraft Inc.'s market position, major competitors operating in the Bengaluru digital marketing market have been identified and compared based on their service portfolio, technological capabilities, sustainability orientation, and competitive advantages.

Table 4. Competitor Comparison

Company	Core Services	Strengths	Weaknesses	Competitive Position
Innovkraft Inc.	SEO, Performance Marketing, Branding, Website Development, UI/UX, Photography, Content Marketing	Customized digital solutions, creative campaigns, customer-centric approach, sustainable digital workplace	Smaller workforce compared to multinational agencies	Emerging Growth Leader
Webenza	Digital Marketing, Branding, Strategy	Strong enterprise client base	Premium pricing	Established Agency
Langooor	Digital Transformation, Marketing Technology	International presence	Higher service cost	Global Competitor
AliveNow	Social Media & Interactive Marketing	Creative campaigns and innovation	Specialized service portfolio	Niche Competitor

Social Beat	Digital Advertising, Influencer Marketing	Strong analytics capabilities	Highly competitive pricing pressure	Market Leader
Ralecon	SEO and Digital Marketing	Affordable services	Limited international exposure	Regional Competitor

Competitive Advantages of Innovkraft Inc.

Innovkraft Inc. possesses several strategic advantages that distinguish it from competitors:

- Customized digital marketing strategies aligned with client objectives.
- Strong expertise in Search Engine Optimization (SEO), Performance Marketing, and Brand Development.
- Creative team specializing in UI/UX design, photography, and digital storytelling.
- Adoption of AI-enabled digital marketing tools and analytics.
- Sustainable and paperless work environment promoting Green HRM practices.
- Customer-centric approach with emphasis on long-term partnerships.
- Agile organizational structure enabling quick decision-making.
- Strong focus on measurable Return on Investment (ROI).

1.6 SWOT Analysis

SWOT Analysis is a strategic planning framework used to evaluate an organization's internal strengths and weaknesses along with external opportunities and threats. It assists management in identifying strategic priorities, improving organizational performance, and sustaining competitive advantage.

Table 5. SWOT Analysis of Innovkraft Inc.

Strengths	Weaknesses
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Strong expertise in SEO, Branding, Website Development, and Performance Marketing	Limited organizational size compared to multinational agencies
Highly creative and technically skilled workforce	Dependence on digital platform algorithms
Customer-centric and customized marketing solutions	Limited international market presence
Strong adoption of digital technologies and AI tools	Resource constraints during rapid expansion
Paperless communication and Green HRM initiatives	High dependence on skilled professionals
Excellent client relationship management	Brand awareness still developing nationally
Opportunities	Threats
Growing digital transformation across industries	Intense competition from established agencies
Rising demand for AI-driven marketing solutions	Rapid technological changes
Increasing adoption of ESG and sustainable business practices	Frequent Google and Meta algorithm updates
Expansion into international markets	Cybersecurity and data privacy risks
Growth in cloud-based marketing automation	Economic slowdown affecting marketing budgets
Government initiatives promoting digital economy	Changing consumer preferences

Strategic Interpretation of SWOT

The SWOT analysis indicates that Innovkraft Inc. possesses strong internal capabilities driven by innovation, employee expertise, and sustainable organizational practices. However, the company must strengthen its market presence through strategic partnerships, continuous employee development, investment in AI technologies, and expansion into international markets. Leveraging Green HRM practices can further strengthen employer branding, employee retention, and organizational sustainability.

1.7 Future Growth and Prospects

The digital marketing industry is projected to experience substantial growth due to increasing digital adoption, Artificial Intelligence integration, data analytics, automation, and expanding online commerce. Organizations increasingly seek integrated marketing solutions that combine creativity, technology, and measurable business outcomes.

Innovkraft Inc. is strategically positioned to capitalize on these emerging opportunities. The company has already demonstrated capabilities in providing comprehensive digital marketing solutions and is expected to expand further by adopting advanced AI technologies, automation platforms, predictive analytics, and customer experience optimization. The official company information highlights continued investment in digital innovation and long-term client partnerships.

Expected Future Growth Areas

- AI-powered Digital Marketing
- Marketing Automation
- Predictive Customer Analytics
- International Client Expansion
- ESG and Sustainable Branding Services
- Voice Search Optimization
- Influencer Marketing
- Video Marketing
- Data-driven Performance Marketing
- HR Digital Transformation

Table 6. Future Strategic Roadmap

Strategic Area	Future Initiative	Expected Outcome
Technology	AI & Machine Learning	Improved campaign performance
Human Resources	Green HRM Expansion	Better employee engagement
Marketing	International Brand Development	Increased global market share
Operations	Process Automation	Higher efficiency

Sustainability	Carbon-conscious workplace	Strong ESG performance
Customer Experience	Personalization using Analytics	Improved customer retention

Future Growth Strategy

The future growth strategy of the organization focuses on building a sustainable, technology-driven, and customer-centric business model that supports long-term success in a competitive digital environment. The strategy begins with **digital transformation**, which involves adopting cloud-based platforms, automation, data analytics, and digital collaboration tools to improve operational efficiency, streamline business processes, and enable faster decision-making.

Building on this foundation, the organization plans to integrate **Artificial Intelligence (AI)** into its core operations. AI-powered solutions will support data-driven decision-making, automate routine tasks, personalize customer experiences, enhance marketing performance, and improve overall operational efficiency. These advancements are expected to increase productivity while reducing operational costs.

The organization also aims to strengthen its commitment to **Green Human Resource Management (Green HRM)** by promoting digital documentation, paperless communication, virtual training, energy-efficient workplace practices, and employee participation in environmental initiatives. These sustainable HR practices help reduce environmental impact while fostering a culture of responsibility and employee engagement.

The combined implementation of digital technologies, AI integration, and Green HRM is expected to enhance **employee productivity** by simplifying work processes, encouraging innovation, and providing employees with better digital resources and learning opportunities. A more productive workforce contributes to improved service quality and organizational performance.

Higher employee productivity ultimately leads to greater **customer satisfaction** by enabling the organization to deliver efficient, innovative, and customer-focused services. Enhanced customer experiences strengthen loyalty, improve brand reputation, and create new business opportunities.

Together, these initiatives contribute to **business sustainability** by balancing technological advancement,

environmental responsibility, and employee well-being. By continuously investing in innovation, sustainability, and operational excellence, the organization can adapt to changing market conditions and maintain long-term growth.

Ultimately, this integrated approach will provide a **long-term competitive advantage**, enabling the organization to differentiate itself through innovation, sustainable practices, operational efficiency, and superior customer value while ensuring continued success in the evolving business landscape.

1.8 Financial Statement Analysis

Since Innovkraft Inc. is a privately held organization and detailed audited financial statements are not publicly available, this project presents a **descriptive financial analysis** based on generally accepted financial management principles and publicly available company information.

The company primarily generates revenue through digital marketing services, including Search Engine Optimization (SEO), Social Media Marketing (SMM), Website Development, Branding, Performance Marketing, UI/UX Design, Photography, and Content Marketing. Revenue growth depends on client acquisition, project execution efficiency, customer retention, and recurring service contracts.

Revenue Sources

- Search Engine Optimization (SEO)
- Performance Marketing
- Website Development
- Branding Solutions
- Social Media Marketing
- Content Marketing
- Photography and Videography
- UI/UX Design
- Digital Consulting

Table 7. Revenue Mix

Business Segment	Estimated Contribution (%)
SEO Services	25
Performance Marketing	20
Website Development	18
Social Media Marketing	15

Branding	10
Content Marketing	7
Photography & Videography	3
UI/UX Design	2

Table 8. Revenue Distribution Analysis

Parameter	Value	Interpretation
Largest Revenue Contributor	SEO Services (25%)	Core business generating the highest income.
Second Largest Contributor	Performance Marketing (20%)	Strong demand for ROI-driven digital advertising.
Top Three Services Contribution	63%	SEO, Performance Marketing, and Website Development together account for nearly two-thirds of total revenue, indicating a strong digital services portfolio.
Marketing Services Contribution	70%	SEO, SMM, Performance Marketing, Branding, and Content Marketing collectively contribute the majority of revenue.
Creative Services Contribution	5%	Photography & Videography and UI/UX Design provide niche but valuable support services.
Revenue Diversification	High	Revenue is generated from multiple service lines, reducing business risk and improving financial stability.

Interpretation

The estimated revenue mix indicates that **SEO Services (25%)**, **Performance Marketing (20%)**, and **Website Development (18%)** are the primary revenue-generating services, together contributing **63%** of the organization's total estimated revenue. This reflects a strong focus on high-demand digital solutions and demonstrates the company's ability to generate recurring income from core digital marketing services. Social Media Marketing, Branding, and Content Marketing further strengthen the revenue base by contributing **32%**, while Photography & Videography and UI/UX Design, though contributing a smaller share, complement the organization's comprehensive service portfolio. Overall, the diversified revenue structure reduces business risk, enhances financial stability, and positions the organization for sustainable long-term growth.

CONCEPTUAL BACKGROUND AND LITERATURE REVIEW

2.1 Conceptual Background

Green Human Resource Management (Green HRM)

Green Human Resource Management (Green HRM) is a strategic approach that integrates environmental sustainability into the core functions of Human Resource Management. It focuses on aligning HR policies and practices with environmental objectives to encourage employees to adopt eco-friendly behaviours and contribute to sustainable organizational development. Green HRM extends beyond traditional HR responsibilities by embedding environmental values into recruitment, training, performance management, compensation, employee engagement, and workplace culture.

In the current business environment, organizations recognize that employees are key drivers of sustainability. Consequently, Green HRM aims to create an environmentally conscious workforce by promoting responsible resource utilization, reducing waste, encouraging energy conservation, and fostering innovation in sustainable business practices. Recent studies highlight that Green HRM not only improves environmental performance but also enhances employee motivation, organizational commitment, employer branding, and long-term business resilience.

Major Green HRM practices include:

- Green recruitment and selection
- Digital onboarding and paperless documentation
- Environmental training and awareness programmes

- Green performance appraisal
- Green compensation and recognition
- Employee participation in sustainability initiatives
- Energy conservation and waste reduction
- Promotion of environmentally responsible workplace behaviour

Sustainable Human Resource Management (Sustainable HRM)

Sustainable Human Resource Management refers to the development and implementation of HR policies that create long-term value for employees, organizations, society, and the environment. Unlike traditional HRM, which primarily focuses on improving organizational performance, Sustainable HRM emphasizes balancing economic, social, and environmental objectives.

The concept is based on the principle that employees are valuable organizational assets whose well-being, continuous learning, diversity, and environmental awareness contribute significantly to sustainable business success. Sustainable HRM encourages organizations to adopt ethical employment practices, employee development initiatives, inclusive workplaces, work-life balance policies, and environmentally responsible HR systems.

Recent research emphasizes that Sustainable HRM supports organizational resilience, innovation, employee retention, and corporate sustainability by integrating environmental and social considerations into strategic HR planning.

Environmental Sustainability

Environmental sustainability refers to the responsible use and management of natural resources to ensure that present needs are met without compromising the ability of future generations to meet their own needs. Organizations are increasingly adopting sustainable business models to minimize their environmental impact while maintaining economic growth.

Business organizations contribute to environmental sustainability by reducing carbon emissions, minimizing waste generation, conserving energy and water, promoting recycling, and adopting renewable technologies. Human Resource Management plays a crucial role in achieving these goals by developing environmentally responsible workplace policies and encouraging employees to participate in sustainability initiatives.

Organizations implementing sustainability practices often experience improved operational efficiency, stronger stakeholder trust, enhanced corporate reputation, and long-term competitive advantage.

Digital Transformation in Human Resource Management

Digital transformation has significantly changed the way organizations manage human resources. Modern HR departments increasingly rely on digital technologies to automate routine administrative processes, improve employee experiences, and enhance organizational efficiency.

Digital HR includes online recruitment, virtual interviews, electronic documentation, cloud-based HR management systems, digital learning platforms, employee self-service portals, and virtual collaboration tools. These technologies reduce paper consumption, improve process transparency, and support environmentally sustainable workplace practices.

The integration of digital transformation with Green HRM enables organizations to minimize resource consumption while enhancing operational effectiveness and employee productivity.

Key components of Digital HR include:

- E-recruitment and virtual interviews
- Digital onboarding
- Cloud-based HR information systems
- Electronic document management
- Online performance management
- Virtual training and development
- Employee self-service applications

Artificial Intelligence in Human Resource Management

Artificial Intelligence (AI) has become one of the most significant technological developments influencing modern HR practices. AI enables organizations to automate repetitive HR activities, improve decision-making, and deliver personalized employee experiences.

AI-powered recruitment systems assist in screening resumes, identifying suitable candidates, scheduling interviews, and reducing recruitment time. Predictive analytics help HR managers forecast employee turnover, identify skill gaps, and develop targeted retention strategies.

In Green HRM, AI contributes to sustainability by minimizing paper-based processes, optimizing resource utilization,

reducing manual administrative work, and supporting environmentally responsible decision-making.

Applications of AI in HR include:

- Resume screening
- Candidate matching
- Predictive workforce analytics
- Employee sentiment analysis
- Learning recommendations
- Performance analytics
- Workforce planning
- HR chatbots

Employee Green Behaviour

Employee Green Behaviour refers to voluntary and work-related actions performed by employees to minimize environmental impact and support organizational sustainability goals. These behaviours include reducing paper usage, conserving electricity, recycling waste, participating in environmental programmes, and promoting sustainable workplace practices.

Organizations encourage green behaviour through environmental awareness programmes, leadership support, training, recognition systems, and employee participation in sustainability initiatives. Research indicates that employees who actively engage in environmentally responsible behaviour contribute significantly to improved organizational performance and environmental outcomes.

Examples include:

- Switching off unused electrical equipment
- Using digital communication instead of printed documents
- Participating in recycling programmes
- Conserving office resources
- Supporting environmental awareness campaigns

Green Organizational Culture

Green Organizational Culture refers to a workplace environment where environmental responsibility is embedded in organizational values, policies, leadership practices, and employee behaviour. Such a culture encourages employees to consider environmental consequences in their daily work

activities and promotes collective responsibility for sustainability.

A strong green culture supports continuous learning, innovation, ethical decision-making, and collaboration while strengthening employee commitment and organizational identity. Leadership plays a vital role in developing a culture where sustainability becomes part of everyday organizational practices rather than a separate initiative.

Characteristics of a Green Organizational Culture include:

- Leadership commitment to sustainability
- Environmental awareness among employees
- Open communication regarding sustainability goals
- Employee involvement in environmental initiatives
- Continuous improvement in sustainable practices

Environmental, Social, and Governance (ESG) Framework

The Environmental, Social, and Governance (ESG) framework has become an essential measure of organizational sustainability and responsible business performance. ESG evaluates how organizations manage environmental protection, employee welfare, ethical governance, and social responsibility.

Green HRM directly supports ESG objectives by promoting environmentally responsible HR policies, employee well-being, diversity and inclusion, ethical leadership, and transparent organizational practices. Investors, regulators, customers, and employees increasingly consider ESG performance while evaluating organizations.

Major ESG dimensions include:

- Environmental conservation
- Employee health and safety
- Diversity, equity, and inclusion
- Ethical leadership
- Corporate governance
- Responsible resource utilization

Employee Engagement and Sustainability

Employee engagement refers to the emotional commitment, enthusiasm, and involvement employees demonstrate toward their organization and its goals. Organizations implementing Green HRM often experience higher levels of employee

engagement because employees appreciate working for socially and environmentally responsible organizations.

Green initiatives encourage employees to participate in environmental programmes, suggest innovative sustainability ideas, and contribute voluntarily toward organizational improvement. Highly engaged employees are generally more productive, innovative, and committed to organizational success.

Benefits include:

- Improved employee motivation
- Higher job satisfaction
- Increased organizational commitment
- Better teamwork and collaboration
- Reduced employee turnover
- Enhanced organizational performance

Sustainable Competitive Advantage through Green HRM

Green HRM contributes to sustainable competitive advantage by developing valuable organizational capabilities that competitors find difficult to replicate. Organizations that integrate sustainability into their HR strategies create a workforce that is environmentally conscious, innovative, adaptable, and committed to continuous improvement.

Sustainable HR practices improve employer branding, attract talented employees, strengthen customer trust, reduce operational costs, and enhance corporate reputation. As global businesses increasingly prioritize sustainability, Green HRM has become an important strategic tool for achieving long-term organizational success.

Organizations adopting Green HRM can achieve:

- Enhanced employer reputation
- Increased employee retention
- Higher operational efficiency
- Improved environmental performance
- Stronger stakeholder confidence
- Long-term organizational sustainability
- Sustainable competitive advantage

Table 9. Major Components of Green HRM

HR Function	Green Practice	Expected Outcome
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Recruitment	Online hiring	Paperless recruitment
Training	Environmental workshops	Employee awareness
Performance Management	Green KPIs	Sustainable behaviour
Compensation	Green rewards	Employee motivation
Employee Engagement	Green campaigns	Organizational commitment
Communication	Digital HR	Reduced paper usage

Relationship between Green HRM and Sustainable HRM

Green Human Resource Management serves as a foundation for Sustainable Human Resource Management.

Sustainable HRM focuses on balancing three major dimensions:

- Economic sustainability
- Social sustainability
- Environmental sustainability

Green HRM strengthens all three dimensions by integrating environmental responsibility into organizational culture and employee behaviour.

Green Human Resource Management (Green HRM) and Sustainable Human Resource Management (Sustainable HRM) are closely interconnected concepts that work together to achieve long-term organizational success while addressing economic, social, and environmental responsibilities. Green HRM serves as a fundamental component of Sustainable HRM by integrating environmental sustainability into every stage of the employee life cycle. While Green HRM specifically focuses on promoting environmentally responsible human resource practices, Sustainable HRM adopts a broader perspective by balancing organizational performance with employee well-being, social responsibility, and environmental conservation. In essence, Green HRM provides the practical mechanisms through which Sustainable HRM objectives are achieved, making environmental responsibility an integral part of organizational culture and daily operations.

The relationship between these two concepts is based on the principle that employees play a central role in achieving organizational sustainability. Green HRM encourages employees to adopt eco-friendly behaviours through initiatives such as green recruitment and selection, digital documentation, paperless communication, environmental training, green performance appraisal, green reward systems, and employee participation in sustainability programmes. These practices not only reduce the organization's environmental footprint but also create an environmentally conscious workforce that actively contributes to sustainable organizational development. As employees become more aware of environmental issues and participate in sustainability initiatives, organizations experience improved operational efficiency, stronger employee commitment, and enhanced corporate reputation.

Sustainable Human Resource Management focuses on maintaining a balance among **economic sustainability**, **social sustainability**, and **environmental sustainability**, often referred to as the three pillars of sustainability. Green HRM directly strengthens each of these dimensions. From an **economic perspective**, environmentally responsible HR practices help organizations reduce operational costs by minimizing paper consumption, improving energy efficiency, reducing waste, and optimizing the use of organizational resources. Digital HR processes such as e-recruitment, online training, electronic records, and virtual meetings further improve productivity while lowering administrative expenses, contributing to long-term financial sustainability.

From a **social sustainability** perspective, Green HRM promotes employee well-being, health and safety, ethical work practices, diversity and inclusion, continuous learning, and active employee participation in environmental programmes. Organizations that encourage employees to engage in sustainability initiatives create a positive workplace culture built on collaboration, responsibility, and shared values. Employees working in environmentally responsible organizations often experience higher levels of job satisfaction, organizational commitment, motivation, and engagement, which ultimately contributes to improved retention and overall organizational performance.

The **environmental sustainability** dimension represents the core objective of Green HRM. Organizations achieve this by implementing policies that encourage resource conservation, waste management, recycling, energy-efficient workplace practices, reduced carbon emissions, and environmentally responsible employee behaviour. Green HRM ensures that

sustainability is integrated into organizational decision-making rather than treated as an isolated environmental programme. Employees become active contributors to environmental conservation by incorporating sustainable practices into their daily work activities, thereby supporting the organization's long-term environmental goals.

Recent developments in digital transformation and technological innovation have further strengthened the relationship between Green HRM and Sustainable HRM. Technologies such as cloud-based Human Resource Information Systems (HRIS), Artificial Intelligence (AI), virtual collaboration platforms, e-learning systems, and digital performance management have enabled organizations to implement paperless HR processes and improve resource efficiency. These digital initiatives simultaneously support environmental sustainability, operational excellence, and employee development, demonstrating how Green HRM contributes to all dimensions of Sustainable HRM.

Furthermore, Green HRM aligns closely with global sustainability frameworks such as the **United Nations Sustainable Development Goals (SDGs)** and **Environmental, Social, and Governance (ESG)** principles. By integrating environmental responsibility into HR policies, organizations are able to meet stakeholder expectations, comply with environmental regulations, enhance employer branding, and strengthen corporate social responsibility. This alignment enables organizations to create sustainable value for employees, customers, investors, and society while maintaining long-term competitiveness.

In conclusion, Green Human Resource Management serves as the operational foundation of Sustainable Human Resource Management by embedding environmental responsibility into organizational policies, employee behaviour, and workplace culture. While Sustainable HRM seeks to achieve balanced economic growth, social well-being, and environmental protection, Green HRM provides the practical HR strategies necessary to accomplish these objectives. Together, they create a comprehensive approach to organizational sustainability that improves employee engagement, organizational performance, environmental stewardship, and long-term competitive advantage.

Benefits of Green HRM

Organizational Benefits

- Reduced operational costs
- Better corporate reputation

- Improved sustainability performance
- Higher customer satisfaction
- Increased competitive advantage
- Better ESG ratings
- Regulatory compliance

Employee Benefits

- Improved job satisfaction
- Better workplace environment
- Higher motivation
- Improved work-life balance
- Increased environmental awareness
- Better career development

Environmental Benefits

- Reduced carbon emissions
- Lower paper consumption
- Reduced waste generation
- Efficient energy utilization
- Sustainable resource management
- Conservation of natural resources

Table 10. Organizational Benefits of Green HRM

Stakeholder	Major Benefits
Organization	Cost reduction, sustainability, profitability
Employees	Engagement, motivation, satisfaction
Society	Cleaner environment, responsible organizations
Government	Environmental compliance
Customers	Positive corporate image
Investors	Strong ESG performance

2.2 Theoretical background and Framework of the study

Introduction

A theoretical framework provides the conceptual foundation for understanding the relationship between Green Human Resource Management (Green HRM) practices and sustainable organizational performance. It explains the underlying principles that support the research problem and helps establish logical relationships between the independent and dependent variables.

The present study is supported by five major theories that have been widely applied in Human Resource Management, sustainability, and organizational behaviour research. These theories explain how Green HRM practices influence employee attitudes, organizational performance, environmental responsibility, and long-term sustainability. Recent reviews continue to identify these theories as the dominant foundations of Green HRM research.

1. Green Human Resource Management Theory
2. Sustainable Human Resource Management Theory
3. Resource-Based View (RBV) Theory
4. Ability–Motivation–Opportunity (AMO) Theory
5. Employee Engagement Theory

2.2.1 Green Human Resource Management Theory

Introduction

Green Human Resource Management Theory proposes that organizations can achieve environmental sustainability by integrating environmental objectives into every Human Resource Management function. Instead of treating sustainability as a separate corporate initiative, Green HRM embeds environmental responsibility into recruitment, training, performance management, compensation, employee engagement, and organizational culture.

The theory emphasizes that employees are the primary drivers of environmental performance. Sustainable organizations are built not only through advanced technologies but also through environmentally responsible employee behaviour.

Green HRM transforms traditional HR practices into environmentally friendly processes by encouraging employees to adopt green values, reduce waste, conserve natural resources, and participate in sustainability initiatives.

Recent literature shows that Green HRM contributes to improved environmental performance, employee engagement, organizational resilience, and responsible business practices.

Major Principles of Green HRM Theory

- Environmental sustainability should become part of HR strategy.
- Recruitment should attract environmentally conscious employees.
- Training should develop environmental awareness.
- Performance appraisal should include environmental objectives.
- Compensation systems should reward green behaviour.
- Employees should actively participate in sustainability initiatives.
- Green organizational culture should become a competitive advantage.

Applications in Innovkraft Inc.

The theory is highly relevant because Innovkraft Inc. has implemented several environmentally responsible HR practices, including:

- Digital recruitment process
- Paperless documentation
- Virtual meetings
- Cloud-based collaboration
- Online employee training
- Energy conservation initiatives
- Sustainable workplace culture

These initiatives encourage environmentally responsible employee behaviour while improving operational efficiency.

Green HRM Process

The Green Human Resource Management (Green HRM) process is a systematic approach that integrates environmental sustainability into every stage of the human resource lifecycle. It begins with **green recruitment**, where organizations attract and select candidates who possess environmental awareness and a commitment to sustainable practices. Recruitment activities such as online applications, virtual interviews, and paperless documentation help minimize environmental impact while building a workforce that supports the organization's sustainability goals.

The next stage is **green training and development**, which equips employees with the knowledge and skills required to adopt environmentally responsible workplace practices. Through environmental awareness programmes, workshops, e-learning, and sustainability training, employees learn about energy conservation, waste reduction, recycling, and efficient resource utilization. This helps create a workforce that actively contributes to the organization's environmental objectives.

After training, organizations implement **green performance management**, where employees' environmental contributions are incorporated into the performance appraisal system. Employees are encouraged to follow sustainable work practices and participate in environmental initiatives, making sustainability an integral part of their performance evaluation. To reinforce these behaviours, organizations introduce **green rewards and recognition**, providing financial incentives, awards, appreciation, or career development opportunities to employees who demonstrate outstanding environmental responsibility.

These HR practices collectively encourage **employee green behaviour**, where employees voluntarily engage in activities such as reducing paper usage, conserving energy, recycling waste, using digital communication, and supporting eco-friendly workplace initiatives. As these behaviours become part of the organizational culture, they contribute significantly to **environmental sustainability** by reducing the organization's carbon footprint, conserving natural resources, and minimizing waste.

Ultimately, the successful implementation of the Green HRM process leads to **organizational sustainability**, where environmental responsibility is aligned with business objectives. Organizations benefit from improved operational efficiency, enhanced employee engagement, stronger corporate reputation, compliance with environmental regulations, and long-term competitive advantage. Thus, Green HRM serves as a strategic framework that connects sustainable HR practices with environmental protection and long-term organizational success.

2.2.2 Sustainable Human Resource Management Theory

Introduction

Sustainable Human Resource Management (Sustainable HRM) extends the traditional HRM approach by balancing economic performance, employee well-being, and environmental sustainability. The theory recognizes that organizational

success depends on creating long-term value for employees, organizations, society, and the environment rather than focusing only on short-term financial outcomes.

Sustainable HRM promotes ethical leadership, diversity and inclusion, employee well-being, lifelong learning, responsible resource management, and environmental stewardship.

Unlike traditional HRM, Sustainable HRM encourages organizations to develop policies that simultaneously improve organizational performance and social responsibility.

Three Pillars of Sustainable HRM

Economic Sustainability

Focuses on:

- Organizational profitability
- Productivity improvement
- Operational efficiency
- Innovation
- Competitive advantage

Social Sustainability

Focuses on:

- Employee well-being
- Equal employment opportunities
- Diversity and inclusion
- Work-life balance
- Employee engagement

Environmental Sustainability

Focuses on:

- Carbon emission reduction
- Waste management
- Energy conservation
- Green workplace practices
- Sustainable resource utilization

Sustainable HRM Model

The **Sustainable Human Resource Management (Sustainable HRM) Model** emphasizes achieving long-term organizational success by balancing **economic sustainability**, **employee well-being**, and **environmental sustainability**. The model begins with **economic sustainability**, where

organizations focus on improving productivity, optimizing resource utilization, reducing operational costs, and ensuring long-term financial stability. Sustainable HR practices contribute to organizational growth by developing a skilled workforce, enhancing employee performance, and supporting continuous innovation.

The second component is **employee well-being**, which recognizes employees as the organization's most valuable asset. Sustainable HRM promotes a healthy, safe, inclusive, and supportive work environment by encouraging work-life balance, continuous learning, career development, employee engagement, diversity, and fair employment practices. Organizations that prioritize employee well-being experience higher levels of job satisfaction, motivation, organizational commitment, and employee retention, ultimately leading to improved productivity and overall performance.

The third dimension is **environmental sustainability**, which focuses on minimizing the organization's environmental impact through eco-friendly HR policies and sustainable workplace practices. Initiatives such as green recruitment, paperless HR processes, digital communication, energy conservation, waste reduction, recycling programmes, and environmental awareness training encourage employees to adopt environmentally responsible behaviours. These practices help organizations conserve natural resources, reduce carbon emissions, and support global sustainability goals.

By integrating these three dimensions, organizations achieve **Sustainable Human Resource Management**, where HR policies simultaneously support economic growth, employee welfare, and environmental responsibility. Sustainable HRM creates a workforce that is productive, engaged, innovative, and environmentally conscious, enabling organizations to respond effectively to changing business and environmental challenges.

Ultimately, the successful implementation of the Sustainable HRM model leads to enhanced **organizational performance**. Organizations benefit from improved operational efficiency, stronger employee engagement, increased innovation, enhanced corporate reputation, better stakeholder relationships, and long-term competitive advantage. Therefore, Sustainable HRM serves as a strategic framework that ensures organizational success while creating value for employees, society, and the environment.

Relevance to the Study

Innovkraft Inc. follows Sustainable HRM by encouraging:

- Flexible working

- Digital collaboration
- Paperless communication
- Employee development
- Sustainable workplace practices

These initiatives help create long-term organizational value.

2.2.3 Resource-Based View (RBV) Theory

Introduction

The Resource-Based View (RBV), developed by Jay Barney, suggests that organizations gain sustainable competitive advantage by effectively utilizing valuable, rare, inimitable, and non-substitutable (VRIN) resources.

Human resources are considered one of the most valuable strategic assets because employees possess unique knowledge, creativity, innovation, and organizational capabilities that competitors cannot easily replicate.

Green HRM enhances the value of human resources by developing environmentally responsible employees who contribute to sustainable innovation and organizational competitiveness.

Table 11. VRIN Framework

Resource Characteristic	Meaning
Valuable	Creates organizational value
Rare	Not possessed by competitors
Inimitable	Difficult to copy
Non-substitutable	Cannot be replaced easily

Resource-Based View

The **Resource-Based View (RBV)** is a strategic management theory that emphasizes that an organization's internal resources are the primary source of sustainable competitive advantage. Among these resources, **human resources** are considered the most valuable because employees possess unique **knowledge, skills, experience, creativity, and innovative capabilities** that are difficult for competitors to imitate. By continuously developing employee competencies through training, learning, and organizational support, businesses enhance innovation and improve their ability to adapt to changing market conditions. In the context of Green Human Resource Management (Green HRM), knowledgeable and skilled employees are more likely to adopt **green behaviours**, such as conserving energy,

reducing waste, using digital technologies, and participating in environmental initiatives. These environmentally responsible behaviours improve operational efficiency, strengthen the organization's reputation, and contribute to sustainable business practices. Consequently, organizations that effectively invest in and utilize their human resources can achieve a **competitive advantage**, resulting in improved organizational performance, long-term business sustainability, and sustained success in an increasingly competitive and environmentally conscious business environment.

Application in Innovkraft

Innovkraft invests in:

- Employee skill development
- Creative workforce
- Digital competencies
- Green workplace culture
- AI-enabled marketing

These resources strengthen the company's competitive advantage.

2.2.4 Ability–Motivation–Opportunity (AMO) Theory

Introduction

The Ability–Motivation–Opportunity (AMO) Theory states that employees perform effectively when they possess:

- Ability
- Motivation
- Opportunity

Green HRM practices strengthen all three dimensions.

Ability

Employees develop environmental competencies through:

- Green training
- Skill development
- Environmental education
- Digital learning

Motivation

Organizations motivate employees through:

- Green rewards
- Recognition

- Career development
- Performance incentives

Opportunity

Organizations provide opportunities by encouraging employees to:

- Participate in sustainability programmes
- Suggest green innovations
- Join environmental committees
- Contribute to CSR initiatives

The **Ability–Motivation–Opportunity (AMO) Theory** explains that employee performance is maximized when individuals possess the **ability** to perform their tasks, the **motivation** to achieve organizational goals, and the **opportunity** to contribute effectively. In the context of Green Human Resource Management (Green HRM), organizations enhance employees' **ability** by providing green training, environmental education, skill development programmes, and digital learning platforms that build knowledge and competencies related to sustainable practices. Employee **motivation** is strengthened through green rewards, recognition programmes, career development opportunities, and performance-based incentives that encourage environmentally responsible behaviour and active participation in sustainability initiatives. At the same time, organizations create **opportunities** for employees by involving them in environmental programmes, encouraging them to suggest green innovations, participate in sustainability committees, and contribute to Corporate Social Responsibility (CSR) activities. By developing employees' abilities, motivating them through appropriate recognition, and providing opportunities to apply their knowledge, Green HRM fosters environmentally responsible behaviour, improves employee engagement and organizational performance, and supports long-term sustainability and competitive advantage.

Application to Innovkraft

Innovkraft develops employee ability through digital training, motivates employees through recognition and collaborative work culture, and provides opportunities to participate in sustainable workplace initiatives.

2.2.5 Employee Engagement Theory

Employee Engagement Theory emphasizes that employees who are emotionally committed to their organization

demonstrate higher productivity, stronger organizational commitment, greater innovation, and better performance.

In the context of Green HRM, engaged employees willingly participate in environmental initiatives, reduce waste, conserve resources, and support organizational sustainability objectives.

Green employee engagement includes:

- Green volunteering
- Environmental awareness campaigns
- Sustainability workshops
- Digital innovation projects
- Community participation
- CSR activities

Research indicates that organizations with high employee engagement levels achieve better sustainability outcomes because employees voluntarily adopt environmentally responsible workplace behaviours.

Employee Engagement Theory emphasizes that employees who are emotionally, cognitively, and psychologically committed to their organization are more likely to demonstrate higher levels of productivity, stronger organizational commitment, greater innovation, and improved overall performance. Engaged employees not only perform their assigned responsibilities efficiently but also take initiative, contribute creative ideas, collaborate effectively with colleagues, and actively support the organization's long-term objectives. They develop a strong sense of ownership and responsibility, which motivates them to go beyond their formal job roles and contribute to organizational success.

In the context of **Green Human Resource Management (Green HRM)**, employee engagement plays a vital role in achieving environmental sustainability. Employees who are actively engaged are more willing to participate in environmental initiatives, adopt eco-friendly workplace practices, conserve energy and natural resources, minimize waste, use digital technologies instead of paper-based processes, and support the organization's sustainability goals. Green employee engagement extends beyond routine work activities and encourages employees to become active contributors to environmental protection through **green volunteering programmes, environmental awareness campaigns, sustainability workshops, digital innovation projects, community participation, and Corporate Social Responsibility (CSR) activities**. These initiatives help create

a culture of environmental responsibility, teamwork, continuous learning, and shared accountability for sustainable development.

Furthermore, organizations that encourage employee participation in sustainability initiatives foster higher levels of job satisfaction, motivation, and organizational loyalty. Employees feel valued when their ideas and contributions toward environmental improvement are recognized and appreciated. This not only enhances individual performance but also strengthens collaboration, innovation, and organizational resilience. Numerous recent studies have shown that organizations with highly engaged employees achieve better sustainability outcomes, improved operational efficiency, stronger environmental performance, enhanced corporate reputation, and greater long-term business success. Therefore, **Employee Engagement Theory** highlights that an engaged workforce is a key driver of Green HRM and Sustainable Human Resource Management, enabling organizations to achieve environmental responsibility, employee well-being, and sustainable competitive advantage simultaneously.

Table 12. Summary of Theories

Theory	Key Focus	Relevance to Study
Green HRM Theory	Integration of sustainability into HR practices	Explains how green HR policies improve employee environmental behaviour
Sustainable HRM Theory	Balancing economic, social, and environmental goals	Supports long-term organizational sustainability
Resource-Based View (RBV)	Human resources as strategic assets	Demonstrates how skilled and environmentally conscious employees create competitive advantage
Ability–Motivation–Opportunity (AMO) Theory	Employee ability, motivation, and opportunity	Explains how Green HRM practices enhance employee performance

Employee Engagement Theory	Employee commitment and participation	Shows how engaged employees contribute to sustainability initiatives
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2.3 Literature Review with Research Gap

Literature Review 1

Birbirs and Worku (2022) conducted a systematic literature review to examine the implementation of Green Human Resource Management (Green HRM) practices and the challenges organizations face during implementation. The study reviewed 51 research articles published in reputed journals and found that Green HRM practices, including green recruitment, environmental training, green performance appraisal, and reward systems, positively influence environmental sustainability and employee commitment. However, the study also highlighted barriers such as lack of top management support, limited employee awareness, inadequate organizational resources, and resistance to change. The authors concluded that organizations should integrate environmental objectives into HR strategies to achieve long-term sustainability. This study provides a strong theoretical foundation for the present research as it emphasizes the importance of Green HRM practices in promoting sustainable organizational development.

Literature Review 2

Renwick et al. (2023) investigated the relationship between Green Human Resource Management and environmental performance through a comprehensive review of contemporary research. The study revealed that organizations implementing Green HRM practices experience improved environmental performance, stronger employee engagement, and enhanced organizational reputation. The authors emphasized that green recruitment, continuous environmental training, employee participation, and green performance management create a culture of sustainability within organizations. The study further suggested that Green HRM contributes to sustainable competitive advantage by encouraging environmentally responsible employee behaviour. This research is relevant to the present study because it demonstrates how Green HRM supports organizational sustainability and employee performance.

Literature Review 3

Xie and Lau (2023) conducted a PRISMA-based systematic review to analyse the growing importance of Green HRM in modern organizations. The study found that Green HRM significantly improves environmental awareness, employee motivation, organizational innovation, and operational efficiency. The researchers observed that organizations adopting environmentally friendly HR policies experience higher employee satisfaction and improved corporate image. They recommended integrating environmental objectives into recruitment, training, and performance evaluation systems to achieve sustainable organizational growth. This study supports the conceptual framework of the present research by explaining the role of Green HRM in enhancing sustainable workplace practices.

Literature Review 4

Chowdhury et al. (2025) published a systematic review in the *Future Business Journal* examining the impact of Green Human Resource Management practices on organizational performance. The review analysed more than sixty peer-reviewed studies and concluded that Green HRM positively affects employee productivity, innovation, environmental sustainability, and organizational competitiveness. The authors proposed an integrated Green HRM framework consisting of green recruitment, green training, green rewards, green employee engagement, and green organizational culture. They also recommended future research focusing on small and medium-sized enterprises (SMEs). This study directly supports the present research because Innovkraft Inc. is a service-based organization where sustainable HR practices are becoming increasingly important.

Literature Review 5

A 2025 bibliometric review published in *Employee Relations* analysed global research trends in Green Human Resource Management over the past decade. The study reported a substantial increase in publications related to Green HRM, indicating growing academic and industrial interest in environmental sustainability. The review identified Green HRM as a strategic approach that improves organizational resilience, employee engagement, and environmental responsibility. The authors emphasized that future research should explore the application of Green HRM in emerging economies and service-sector organizations. This review provides valuable insights into the evolution of Green HRM research and highlights the significance of conducting studies in Indian organizations.

Literature Review 6

A 2026 systematic review published in *Sustainable Futures* examined the relationship between Green Human Resource Management and sustainable organizational performance. The researchers identified six major Green HRM practices—green recruitment, green training, green performance management, green compensation, employee participation, and green workplace practices—as key drivers of environmental, social, and economic sustainability. The study concluded that organizations implementing integrated Green HRM strategies achieve better sustainability outcomes compared to organizations adopting isolated environmental initiatives. The findings strongly support the objectives of the present research, which aims to evaluate eco-friendly HR practices at Innovkraft Inc.

Literature Review 7

Krishnakumar and Rajkumar (2026) conducted a bibliometric and systematic review published in *Discover Sustainability* to explore recent developments in Green Human Resource Management research. The study found that Green HRM has evolved from a human resource initiative into an important strategic management function supporting Environmental, Social, and Governance (ESG) objectives. The authors observed that Green HRM positively influences employee commitment, organizational resilience, and sustainable innovation. They also suggested that future research should examine Green HRM implementation in service organizations and small enterprises. This recommendation directly aligns with the objectives of the present study.

Literature Review 8

Huma et al. (2026) examined the relationship between Green Human Resource Management and Environmental, Social, and Governance (ESG) performance through a systematic review published in *Corporate Social Responsibility and Environmental Management*. The study concluded that Green HRM enables organizations to achieve ESG objectives by promoting environmentally responsible recruitment, employee development, sustainable leadership, and organizational culture. The researchers emphasized that Green HRM enhances corporate reputation while improving employee participation in sustainability initiatives. The findings provide valuable support for the present research because they demonstrate the strategic importance of Green HRM in achieving sustainable organizational development.

Literature Review 9

Jimoh (2026) conducted a PRISMA-based systematic review to evaluate the contribution of Green Human Resource Management to organizational performance. The study concluded that green recruitment, environmental training, employee participation, and sustainable performance management significantly improve employee productivity, innovation, and environmental performance. The review further highlighted that organizations adopting Green HRM practices develop stronger organizational cultures and achieve higher employee satisfaction. These findings are highly relevant to the present study as they explain how Green HRM contributes to employee engagement and organizational sustainability.

Literature Review 10

Tiwari and Bahuguna (2026) performed a bibliometric analysis of over six hundred Green Human Resource Management publications to identify emerging research trends. The study found that Green HRM is increasingly integrated with digital transformation, Artificial Intelligence, ESG reporting, and sustainable organizational strategy. The authors recommended that organizations incorporate environmentally responsible HR practices into their long-term business strategies to improve organizational performance and achieve sustainable competitive advantage. The study also emphasized the importance of conducting empirical research in developing countries, particularly within service industries. This recommendation supports the selection of Innovkraft Inc. as the organization for the present study.

Literature Review 11

Lawter and Garnjost (2025) conducted a systematic review to examine how Green Human Resource Management influences organizational performance. The review analysed 180 studies using the PRISMA methodology and found that Green HRM positively affects environmental performance, sustainable performance, green innovation, firm performance, and social outcomes. The authors concluded that organizations implementing integrated Green HRM practices achieve better long-term sustainability than those adopting isolated environmental initiatives. They also observed increasing interest in Green HRM across manufacturing and service industries. The study supports the present research by demonstrating that Green HRM contributes significantly to organizational sustainability and employee performance.

Literature Review 12

Miah, Szabó-Szentgróti, and Walter (2024) reviewed Green HRM from an organizational sustainability perspective. Their systematic review identified major Green HRM practices such as green recruitment, green training, green rewards, and employee participation as key drivers of sustainable organizational development. The authors highlighted that organizations adopting Green HRM not only improve environmental performance but also enhance employee commitment and corporate reputation. They recommended greater adoption of Green HRM in developing economies and service industries. This study strengthens the conceptual foundation of the present research.

Literature Review 13

Arora, Sharma, and Budhiraja (2024) conducted a systematic literature review to analyse current Green HRM practices and identify future research directions. Their study categorized Green HRM into recruitment, training, performance appraisal, compensation, and employee involvement. The authors found that Green HRM contributes to employee engagement, organizational effectiveness, and environmental sustainability. They also noted methodological gaps, particularly the need for more empirical studies in SMEs. This research supports the present study's focus on a medium-sized digital marketing organization.

Literature Review 14

Bimo and Sulistyaningsih (2024) explored the determinants influencing Green HRM adoption through a systematic literature review. The study identified leadership commitment, organizational culture, employee awareness, institutional pressure, technological readiness, and regulatory support as major factors affecting Green HRM implementation. The authors concluded that successful Green HRM depends on integrating sustainability into organizational strategy rather than treating it as an isolated HR initiative. Their findings are directly relevant to understanding Green HRM implementation in Innovkraft Inc.

Literature Review 15

Subramaniam and Abu Hasan (2025) reviewed Green HRM studies published between 2011 and 2024 using the PRISMA framework. Their review revealed that research on Green HRM has grown substantially, with environmental sustainability receiving the greatest attention. However, economic and social sustainability remain comparatively underexplored. The authors also highlighted the need for more qualitative and

mixed-method studies. These findings justify the importance of examining Green HRM in a service-sector organization.

Literature Review 16

Irawan et al. (2025) investigated the integration of Green HRM, green competencies, leadership, and innovation. Their systematic review concluded that organizations achieve higher sustainable performance when Green HRM practices are supported by environmentally responsible leadership and employee competencies. The study emphasized that green recruitment, training, and compensation foster pro-environmental behaviour and organizational innovation. These findings reinforce the importance of leadership and employee capability in achieving sustainability.

Literature Review 17

Bindeeba et al. (2025) conducted a meta-analysis to examine the relationship between Green HRM and green innovation. Based on 52 empirical studies, the researchers found that Green HRM has a strong positive effect on organizational innovation. Green compensation produced the strongest influence, followed by training and recruitment. The study concluded that Green HRM acts as a strategic driver of innovation and sustainable competitive advantage. This supports the present research by linking Green HRM with organizational performance.

Literature Review 18

Maheshwari and Buddhapriya (2025) reviewed quantitative Green HRM research in the manufacturing industry. They found that organizations integrating environmental management with HR strategies achieved superior organizational and employee-level outcomes. The authors also recommended extending Green HRM research to service industries and SMEs. This recommendation aligns closely with the current study on Innovkraft Inc.

Literature Review 19

Padmavathi, Venkatesh, Shruthi, and Thrupthi (2025) conducted a systematic review of Green HRM practices across multiple industries. Their findings confirmed that green recruitment, training, performance management, and rewards improve pro-environmental behaviour, employee engagement, and sustainability performance. They also identified the need for longitudinal and cross-cultural research. These findings provide further support for the conceptual framework of the present study.

Literature Review 20

Shaikh et al. (2025) performed a PRISMA-based systematic review examining Green HRM and sustainability performance. Analysing 84 peer-reviewed articles, they concluded that Green HRM positively influences environmental, social, and economic sustainability. Employee engagement, organizational commitment, and green organizational culture were identified as important mediating factors. The authors recommended more studies in SMEs and developing countries, directly supporting the relevance of the present research.

Research Gap

Based on the review of recent literature, the following research gaps have been identified:

1. Most studies have focused on manufacturing and large multinational organizations, whereas limited research has examined Green HRM practices in **digital marketing agencies** and other service-based organizations.
2. Existing research predominantly investigates individual Green HRM practices; fewer studies analyse the combined impact of recruitment, training, performance management, rewards, and employee engagement on sustainable HRM.
3. Empirical evidence from **Indian SMEs** remains insufficient despite increasing emphasis on sustainability and ESG.
4. Limited studies have examined the role of **digital HR systems, remote work, paperless communication, and AI-enabled HR practices** in promoting Green HRM.
5. There is a need for organization-specific evidence on how Green HRM influences employee awareness, participation, and sustainable workplace culture.

2.4 Appraisal of the Reviewed Literature

The reviewed literature collectively demonstrates that **Green Human Resource Management (Green HRM)** has emerged as a strategic approach for achieving organizational sustainability by integrating environmental objectives into human resource practices. Most of the studies consistently report that Green HRM practices—such as green recruitment, environmental training, green performance appraisal, green rewards, and employee participation—positively influence employee engagement, organizational commitment, environmental performance, and sustainable business growth. Recent research also highlights the increasing integration of

Green HRM with **Environmental, Social, and Governance (ESG) frameworks, Artificial Intelligence (AI), digital transformation, and sustainable organizational strategies**, indicating the evolving nature of the field.

Although the existing literature provides comprehensive theoretical and empirical evidence regarding the benefits of Green HRM, several research gaps remain. Many studies are based on systematic reviews, bibliometric analyses, and research conducted in manufacturing industries or developed economies, with comparatively limited empirical research focusing on **service-sector organizations, small and medium-sized enterprises (SMEs), and developing countries such as India**. Furthermore, relatively few studies have examined the practical implementation of Green HRM within digital organizations or evaluated employees' perceptions of eco-friendly HR practices in technology-driven workplaces.

Therefore, the present study seeks to address these gaps by examining the implementation of eco-friendly practices and Green HRM policies in a **digital marketing organization**. It investigates how Green HRM practices influence employee engagement, environmental responsibility, and Sustainable Human Resource Management within a service-sector context. By providing empirical evidence from an Indian organization, this study contributes to the existing body of knowledge and offers practical insights for organizations seeking to integrate sustainability into their human resource management practices.

RESEARCH METHODOLOGY

3.1 Statement of the Problem

Environmental sustainability has become a strategic priority for organizations across industries. Human Resource Management plays a significant role in promoting sustainable workplace practices through eco-friendly recruitment, digital HR processes, environmental training, green performance appraisal, and employee engagement. Despite the increasing importance of Green HRM, many organizations continue to face challenges in implementing sustainable HR policies due to limited awareness, inadequate employee participation, resource constraints, and resistance to organizational change.

Innovkraft Inc., being a growing digital marketing company, has adopted several eco-friendly workplace initiatives. However, it is essential to evaluate employees' awareness, perception, and participation in these initiatives and examine whether Green HRM practices contribute effectively to

Sustainable Human Resource Management. Therefore, this study seeks to assess the impact of eco-friendly HR practices on employee behaviour and organizational sustainability.

3.2 Need for the Study

The need for this study arises from the growing importance of sustainability in modern business organizations. Green HRM has become a strategic approach that enables organizations to reduce environmental impact while improving employee engagement and organizational performance.

This research is important because it:

- Examines the implementation of Green HRM practices at Innovkraft Inc.
- Evaluates employee awareness regarding environmental sustainability.
- Assesses the effectiveness of eco-friendly HR policies.
- Identifies factors influencing employee participation in green initiatives.
- Provides recommendations for improving sustainable HR practices.
- Contributes to existing literature on Green HRM in service organizations.
- Helps management formulate future sustainability strategies.

3.3 Objectives of the Study

Primary Objective

To study the impact of eco-friendly practices and Green Human Resource Management policies on Sustainable Human Resource Management at Innovkraft Inc.

Secondary Objectives

- To examine the Green HRM practices implemented at Innovkraft Inc.
- To analyse employee awareness regarding environmental sustainability.
- To evaluate employee participation in eco-friendly workplace initiatives.
- To assess the relationship between Green HRM practices and employee engagement.
- To identify challenges in implementing Green HR policies.

- To suggest recommendations for improving sustainable HR practices.

3.4 Research Questions and/ or Hypotheses

1. Age
2. Gender
3. The organization encourages environmentally friendly practices in the workplace.
4. Recruitment and selection processes are conducted using digital or paperless methods whenever possible.
5. The organization provides training and awareness programs on environmental sustainability.
6. Employees are encouraged to participate in environmental or green initiatives organized by the company.
7. Green practices such as energy conservation, recycling, and waste reduction are promoted in the organization.
8. Employees who contribute to environmental sustainability are recognized or rewarded.
9. Green HRM practices improve employee motivation and job satisfaction.
10. Eco-friendly HR policies contribute to the overall performance and reputation of the organization.
11. I believe Green Human Resource Management practices positively influence Sustainable Human Resource Management.
12. Overall, I am satisfied with the eco-friendly practices and green policies implemented in my organization.

Overall Hypothesis

Null Hypothesis (H_0)

There is **no significant relationship** between Green Human Resource Management (Green HRM) practices and Sustainable Human Resource Management.

Alternative Hypothesis (H_1)

There is a **significant positive relationship** between Green Human Resource Management (Green HRM) practices and Sustainable Human Resource Management.

Specific Hypotheses

Hypothesis 1: Environmentally Friendly Workplace Practices

H₀₁: The organization's environmentally friendly workplace practices have no significant relationship with Sustainable Human Resource Management.

H₁₁: The organization's environmentally friendly workplace practices have a significant positive relationship with Sustainable Human Resource Management.

Hypothesis 2: Green Recruitment

H₀₂: Digital and paperless recruitment and selection practices have no significant influence on Sustainable Human Resource Management.

H₁₂: Digital and paperless recruitment and selection practices have a significant positive influence on Sustainable Human Resource Management.

Hypothesis 3: Green Training

H₀₃: Environmental training and awareness programmes have no significant impact on Sustainable Human Resource Management.

H₁₃: Environmental training and awareness programmes have a significant positive impact on Sustainable Human Resource Management.

Hypothesis 4: Employee Participation

H₀₄: Employee participation in environmental initiatives has no significant relationship with Sustainable Human Resource Management.

H₁₄: Employee participation in environmental initiatives has a significant positive relationship with Sustainable Human Resource Management.

Hypothesis 5: Green Workplace Practices

H₀₅: Green workplace practices such as energy conservation, recycling, and waste reduction do not significantly influence Sustainable Human Resource Management.

H₁₅: Green workplace practices such as energy conservation, recycling, and waste reduction significantly influence Sustainable Human Resource Management.

Hypothesis 6: Green Rewards

H₀₆: Recognition and rewards for environmentally responsible behaviour have no significant effect on Sustainable Human Resource Management.

H₁₆: Recognition and rewards for environmentally responsible behaviour have a significant positive effect on Sustainable Human Resource Management.

Hypothesis 7: Employee Motivation and Job Satisfaction

H₀₇: Green HRM practices do not significantly improve employee motivation and job satisfaction.

H₁₇: Green HRM practices significantly improve employee motivation and job satisfaction.

Hypothesis 8: Organizational Performance

H₀₈: Eco-friendly HR policies have no significant impact on organizational performance and reputation.

H₁₈: Eco-friendly HR policies have a significant positive impact on organizational performance and reputation.

Hypothesis 9: Green HRM and Sustainable HRM

H₀₉: Green Human Resource Management practices have no significant positive influence on Sustainable Human Resource Management.

H₁₉: Green Human Resource Management practices have a significant positive influence on Sustainable Human Resource Management.

Hypothesis 10: Employee Satisfaction

H₀₁₀: Employees' satisfaction with eco-friendly practices and green policies has no significant relationship with Sustainable Human Resource Management.

H₁₁₀: Employees' satisfaction with eco-friendly practices and green policies has a significant positive relationship with Sustainable Human Resource Management.

Variables of the Study

Independent Variable (IV):

- Green Human Resource Management (Green HRM) Practices
 - Environmentally friendly workplace practices
 - Green recruitment
 - Green training
 - Employee participation
 - Green workplace practices
 - Green rewards
 - Eco-friendly HR policies

Dependent Variable (DV):

- Sustainable Human Resource Management (Sustainable HRM)

3.5 Scope of the Study

The present study focuses on Green Human Resource Management practices implemented at Innovkraft Inc., Bengaluru. The research covers HR functions such as recruitment, training, employee engagement, performance management, rewards, and workplace sustainability.

The study is limited to employees working at Innovkraft Inc. and examines their perceptions regarding eco-friendly workplace practices. It also analyses how Green HRM contributes to organizational sustainability and employee commitment.

The findings may assist HR managers, policymakers, and researchers in understanding the significance of sustainable HR practices in service organizations.

3.6 Research Design

Research design is the overall blueprint of the study that specifies how data will be collected, measured, and analysed. It ensures that the research objectives are achieved efficiently while minimizing bias.

The present study adopts a **descriptive research design** because it aims to describe and analyse existing Green HRM practices, employee perceptions, and organizational sustainability initiatives at Innovkraft Inc. A descriptive design is appropriate as it enables the researcher to gather factual information regarding eco-friendly HR policies without manipulating the study environment.

The study also incorporates an analytical approach by examining the relationship between Green HRM practices and Sustainable Human Resource Management.

3.7 Population of the Study

The **population of the study** comprises employees working in **Innovkraft Inc.** as well as employees from other **digital marketing agencies** who possess knowledge and experience regarding workplace environmental practices and Human Resource Management. Since the study focuses on evaluating the implementation of **Green Human Resource Management (Green HRM)** practices and their influence on **Sustainable Human Resource Management (Sustainable HRM)**, respondents were selected from organizations operating in the digital marketing sector, where digital work processes and sustainability initiatives are increasingly being adopted.

The research survey was conducted using a **structured Google Forms questionnaire**. A total of **120 respondents** participated in the study, of which **50 respondents were employees of**

Innovkraft Inc., while the remaining **70 respondents were employees from other digital marketing agencies and professionals from related organizations**. Including respondents from multiple organizations enabled the researcher to obtain a broader understanding of employees' perceptions regarding Green HRM practices, eco-friendly workplace policies, and sustainable HR initiatives across the digital marketing industry.

3.8 Sample and Sampling Techniques

Sample of the Study

The **sample** for the present study consisted of **120 respondents** selected from the digital marketing industry to examine the implementation of Green Human Resource Management (Green HRM) practices and their contribution to Sustainable Human Resource Management (Sustainable HRM). Among the total respondents, **50 employees were from Innovkraft Inc.**, the organization selected for the study, while the remaining **70 respondents were employees from other digital marketing agencies and related organizations**. The inclusion of respondents from multiple organizations provided a broader perspective on employees' perceptions of eco-friendly HR practices, environmental sustainability initiatives, and sustainable workplace policies. The selected sample included employees from different age groups, genders, educational backgrounds, and job positions, thereby ensuring diversity and improving the reliability of the research findings. The sample size of 120 respondents was considered adequate for conducting statistical analyses and drawing meaningful conclusions regarding the relationship between Green HRM practices and Sustainable Human Resource Management.

Sampling Technique

The present study adopted a **non-probability convenience sampling technique** for selecting respondents. Under this method, participants were chosen based on their accessibility, availability, and willingness to participate in the research. Employees of **Innovkraft Inc.** were selected because they represented the case organization under investigation, while additional respondents were collected from employees working in other digital marketing agencies and related organizations through the researcher's professional and academic network.

A structured **Google Forms questionnaire** was used to collect primary data, allowing respondents to participate conveniently regardless of their location. The online survey method facilitated quick data collection, improved response rates, and enabled the researcher to reach a larger number of participants

within a limited time. Since the study aimed to understand employees' perceptions of Green HRM practices rather than estimate population parameters, convenience sampling was considered appropriate. The use of respondents from multiple organizations also enhanced the diversity of opinions and improved the overall validity and generalizability of the study findings within the digital marketing sector.

Sampling Design

Sampling is the process of selecting a representative group from the target population for data collection.

Population

Primary data - Employees working at Innovkraft Inc.

Secondary data - Employees from other digital marketing agencies and related organizations

Sampling Technique

Simple Random Sampling

Sample Size

120 Respondents

The selected respondents represent different departments, ensuring diverse opinions regarding Green HRM implementation.

Table 13. Sampling Framework

Particular	Details
Population	50 Employees of Innovkraft Inc. and 70 employees from other digital marketing agencies and related organizations
Sampling Technique	Simple Random Sampling
Sample Size	120 Respondents
Data Collection Tool	Structured Questionnaire
Research Design	Descriptive Research

3.9 Instrument for Data Collection

The primary data for the present study were collected using a **structured questionnaire** developed through **Google Forms**. The questionnaire was designed based on the objectives of the

study and an extensive review of recent literature on **Green Human Resource Management (Green HRM)** and **Sustainable Human Resource Management (Sustainable HRM)**. It was intended to collect employees' perceptions regarding the implementation of eco-friendly HR practices, environmental sustainability initiatives, employee engagement, and sustainable workplace policies.

The questionnaire consisted of **12 questions** divided into two sections. The first section included **demographic information**, such as **age** and **gender**, to understand the profile of the respondents. The second section comprised statements related to Green HRM practices, including environmentally friendly workplace practices, green recruitment, environmental training, employee participation in sustainability initiatives, green workplace practices, green rewards and recognition, employee motivation, organizational performance, the relationship between Green HRM and Sustainable HRM, and overall satisfaction with eco-friendly policies.

A **five-point Likert scale** was used to measure respondents' opinions, where

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree.

This scale enabled respondents to express the extent of their agreement with each statement and facilitated quantitative analysis of the collected data.

The questionnaire was distributed electronically through **Google Forms**, making it easy for respondents to participate regardless of their location. A total of **120 valid responses** were collected, including **50 employees from Innovkraft Inc.** and **70 employees from other digital marketing agencies and related organizations**. The online mode of data collection ensured quick distribution, improved accessibility, minimized paper usage, and supported the environmental sustainability objectives of the study. The collected responses were subsequently coded, organized, and analyzed using appropriate statistical techniques to draw meaningful conclusions regarding the relationship between Green HRM practices and Sustainable Human Resource Management.

3.10 Validity of the Instrument

Validity refers to the extent to which a research instrument accurately measures what it is intended to measure. In the present study, the structured questionnaire was designed to assess employees' perceptions regarding Green Human Resource Management (Green HRM) practices, environmental sustainability initiatives, employee engagement, and Sustainable Human Resource Management (Sustainable HRM). To ensure that the questionnaire effectively captured these constructs, careful attention was given to the design, wording, and relevance of each question.

The questionnaire items were developed based on the objectives of the study and an extensive review of recent literature on Green HRM and Sustainable HRM. The statements included in the questionnaire covered key dimensions such as environmentally friendly workplace practices, green recruitment, environmental training, employee participation in sustainability initiatives, green workplace practices, green rewards and recognition, employee motivation, organizational performance, and overall satisfaction with eco-friendly HR policies. This ensured that the instrument adequately represented all major variables relevant to the research.

The study primarily established content validity. Content validity was ensured by comparing the questionnaire items with established concepts and constructs identified in previous academic studies and peer-reviewed literature. Each question was examined to determine whether it was directly related to the research objectives and capable of measuring the intended aspect of Green HRM and Sustainable HRM. The questionnaire was also reviewed for clarity, simplicity, relevance, and comprehensiveness, ensuring that respondents could easily understand and answer the questions without ambiguity.

In addition, the use of a five-point Likert scale (Strongly Disagree to Strongly Agree) enhanced the instrument's ability to capture varying levels of employee perception and attitude toward green HR practices. The online administration of the questionnaire through Google Forms further ensured consistency in the presentation of questions to all respondents, thereby reducing the possibility of interviewer bias and improving the accuracy of responses.

Overall, the questionnaire demonstrated satisfactory validity, as the items were directly aligned with the research objectives, grounded in established theoretical constructs, and capable of measuring employees' perceptions of Green HRM practices and their contribution to Sustainable Human Resource Management. Therefore, the instrument was considered

appropriate and adequate for collecting reliable and meaningful data for the present research study.

3.11 Reliability of the Instrument

Reliability refers to the degree of consistency, stability, and dependability of a research instrument in measuring the intended variables. A reliable instrument produces consistent results when administered to respondents under similar conditions. In the present study, the reliability of the questionnaire was assessed to ensure that the items consistently measured employees' perceptions of **Green Human Resource Management (Green HRM)** practices and **Sustainable Human Resource Management (Sustainable HRM)**.

The structured questionnaire consisted of statements related to environmentally friendly workplace practices, green recruitment, environmental training, employee participation, green rewards, employee motivation, organizational performance, and sustainable HRM. All responses were measured using a **five-point Likert scale**, ranging from **Strongly Disagree (1)** to **Strongly Agree (5)**, which provided a standardized method for measuring respondents' opinions.

The internal consistency of the questionnaire was evaluated using **Cronbach's Alpha**, one of the most widely accepted measures of reliability in social science research. Cronbach's Alpha determines how closely related the questionnaire items are in measuring the same construct. According to accepted research standards, a Cronbach's Alpha value of **0.70 or above** indicates acceptable reliability, values above **0.80** indicate good reliability, and values above **0.90** indicate excellent internal consistency.

For the present study, the questionnaire demonstrated a **Cronbach's Alpha coefficient of 0.701**, indicating that the instrument possessed **satisfactory internal consistency and reliability** for measuring employees' perceptions of Green HRM practices and Sustainable Human Resource Management. Therefore, the questionnaire was considered reliable and appropriate for data collection, and the responses obtained were suitable for further statistical analysis and interpretation.

3.12 Procedure for Data Collection

The data collection process for the present study was carried out systematically to ensure the accuracy, reliability, and relevance of the information collected. Both **primary** and **secondary data** were used to achieve the research objectives. Primary data were collected directly from respondents through a structured questionnaire, while secondary data were obtained

from books, research articles, journals, company information, and other authentic academic sources.

For collecting **primary data**, a structured questionnaire was developed based on the objectives of the study and an extensive review of recent literature on **Green Human Resource Management (Green HRM)** and **Sustainable Human Resource Management (Sustainable HRM)**. The questionnaire consisted of demographic questions and statements related to eco-friendly HR practices, environmental sustainability, employee engagement, organizational performance, and sustainable HRM. All opinion-based questions were measured using a **five-point Likert scale**, ranging from **Strongly Disagree (1)** to **Strongly Agree (5)**.

The questionnaire was created using **Google Forms** and distributed online through email, WhatsApp, LinkedIn, and other professional communication platforms. This online mode of data collection enabled respondents to complete the survey conveniently while supporting the study's objective of promoting paperless and environmentally friendly practices. Before participating, respondents were informed about the purpose of the research and assured that their responses would be used solely for academic purposes. Confidentiality and anonymity of the participants were maintained throughout the research process.

A total of **120 valid responses** were collected for the study. Among these, **50 responses were obtained from employees of Innovkraft Inc.**, the organization selected for the case study, while the remaining **70 responses were collected from employees working in other digital marketing agencies and related organizations**. Including respondents from multiple organizations provided diverse perspectives and enhanced the reliability and generalizability of the research findings.

3.13 Method of Data Analysis

The data collected for the present study were systematically processed and analyzed to achieve the research objectives and test the proposed hypotheses. After collecting responses through the **Google Forms questionnaire**, the data were carefully screened to remove incomplete or duplicate responses. The valid responses were then coded and organized using **Microsoft Excel**, after which they were imported into the **Statistical Package for the Social Sciences (SPSS) Version 29.0** for statistical analysis.

The study employed both **descriptive** and **inferential statistical techniques** to analyze the data. Descriptive statistics were used to summarize the demographic profile of

respondents and their responses to the questionnaire, while inferential statistics were applied to examine the relationships between the study variables and to test the research hypotheses.

The following statistical tools were used in the study:

- **Frequency and Percentage Analysis:** Used to summarize the demographic characteristics of respondents (such as age and gender) and to present the distribution of responses for each questionnaire item.
- **Descriptive Statistics (Mean and Standard Deviation):** Used to measure the average response and the variability of employees' perceptions regarding Green Human Resource Management practices and Sustainable Human Resource Management.
- **Reliability Analysis (Cronbach's Alpha):** Used to evaluate the internal consistency and reliability of the questionnaire items. The instrument achieved a **Cronbach's Alpha value of 0.701**, indicating acceptable reliability.
- **Correlation Analysis (Pearson's Correlation):** Used to examine the strength and direction of the relationship between Green Human Resource Management practices and Sustainable Human Resource Management.
- **Simple Linear Regression Analysis:** Used to determine the extent to which Green Human Resource Management practices influence Sustainable Human Resource Management and to measure the predictive effect of the independent variable on the dependent variable.
- **Hypothesis Testing:** The proposed null and alternative hypotheses were tested using the results obtained from correlation and regression analyses. Statistical significance was evaluated at the **5% significance level ($p < 0.05$)**.
- The study was conducted using a **sample of 120 respondents**, which may not fully represent the perceptions of employees across the entire digital marketing industry.
- Among the respondents, **50 employees were from Innovkraft Inc.**, while the remaining **70 respondents were from other digital marketing agencies and related organizations**. Therefore, the findings may not be generalized to organizations operating in other industries or sectors.
- The research relied on **self-reported responses** collected through a Google Forms questionnaire. As a result, the responses may be influenced by respondents' personal opinions, perceptions, or response bias.
- The study adopted a **cross-sectional research design**, where data were collected at a single point in time. Consequently, the research does not capture changes in employees' perceptions or organizational practices over an extended period.
- The study focused primarily on selected Green HRM practices, including green recruitment, environmental training, employee participation, green rewards, and eco-friendly workplace practices. Other organizational, technological, or external factors influencing Sustainable Human Resource Management were beyond the scope of the study.
- Time and resource constraints limited the extent of data collection and prevented the inclusion of a larger and more geographically diverse sample.
- The research was confined to the **digital marketing sector**, and therefore the findings may differ for organizations in manufacturing, healthcare, education, finance, or other industries with different operational environments.
- The study primarily used **quantitative research methods**, and qualitative insights such as interviews or focus group discussions were not included.

3.14 Limitations of the study

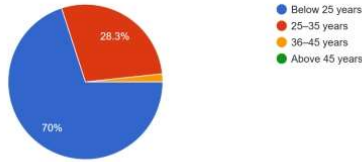
Although the study provides valuable insights into the implementation of **Green Human Resource Management (Green HRM)** and its contribution to **Sustainable Human Resource Management (Sustainable HRM)**, it has certain limitations that should be considered while interpreting the findings.

ANALYSIS, DISCUSSION OF RESULTS AND INNOVATIVE SOLUTION

4.1 Analysis and Interpretation of Data

Figure 1

1. Age
120 responses



Analysis

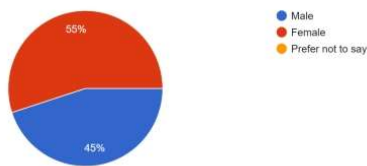
Figure 1 present the age-wise distribution of the respondents who participated in the study. Out of the total **120 respondents**, **84 respondents (70.0%)** belonged to the **Below 25 years** age group, making it the largest category. **34 respondents (28.3%)** were in the **25–35 years** age group, while only **2 respondents (1.7%)** belonged to the **36–45 years** age group. None of the respondents were from the **Above 45 years** category.

Interpretation

The findings indicate that the majority of the respondents are **young professionals below the age of 25 years**, reflecting the workforce composition of the digital marketing industry, where organizations predominantly employ fresh graduates and early-career professionals. The representation of respondents aged **25–35 years** also suggests the inclusion of experienced employees who contribute valuable insights into Green Human Resource Management (Green HRM) practices. The very small proportion of respondents in the **36–45 years** category and the absence of respondents above 45 years indicate that the study primarily captures the perceptions of younger employees. Therefore, the research findings largely represent the views of the younger workforce, who are generally more familiar with digital technologies, paperless work practices, and sustainability initiatives implemented in modern organizations.

Figure 2

2. Gender
120 responses



Analysis

Figure 2 present the gender-wise distribution of the respondents who participated in the study. Out of the total **120**

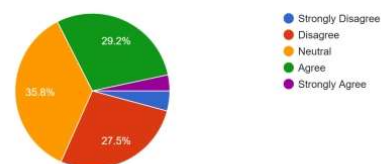
respondents, **66 respondents (55.0%)** were **female**, while **54 respondents (45.0%)** were **male**. None of the respondents selected the **"Prefer not to say"** option. The findings indicate that both male and female employees actively participated in the survey, with female respondents representing a slightly higher proportion of the sample.

Interpretation

The gender distribution indicates that the study includes a **balanced representation of both male and female employees**, thereby providing diverse perspectives on Green Human Resource Management (Green HRM) practices and Sustainable Human Resource Management (Sustainable HRM). The slightly higher participation of female respondents suggests strong engagement among women in the digital marketing sector and contributes to a more comprehensive understanding of employees' perceptions regarding eco-friendly workplace practices. Since both genders are well represented, the study findings are less likely to be influenced by gender bias and offer a more reliable assessment of Green HRM practices across the workforce. The balanced gender composition enhances the credibility of the research and supports meaningful interpretation of employees' attitudes toward environmental sustainability initiatives within organizations.

Figure 3

3. The organization encourages environmentally friendly practices in the workplace.
120 responses



Analysis

Figure 3 illustrates the respondents' opinions on whether **the organization encourages environmentally friendly practices in the workplace**. Out of the **120 respondents**, the

largest proportion, **35.8%**, expressed a **Neutral** opinion, indicating that many employees were uncertain or had mixed perceptions regarding the organization's environmental initiatives. This was followed by **29.2%** of respondents who **Agreed** that their organization encourages environmentally friendly workplace practices. Additionally, **27.5%** of the respondents **Disagreed** with the statement, suggesting that a considerable number of employees felt that such practices were not adequately promoted. Only a small proportion of respondents selected **Strongly Disagree** and **Strongly Agree**, accounting for approximately **4.2%** and **3.3%**, respectively.

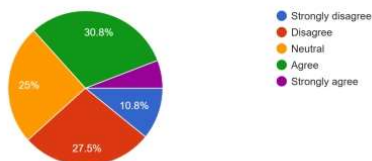
Interpretation

The findings indicate that employees have **mixed perceptions** regarding the implementation of environmentally friendly workplace practices. While nearly one-third of the respondents acknowledged that their organizations promote eco-friendly initiatives, the high percentage of neutral responses suggests that many employees may not be fully aware of existing Green HRM policies or may perceive their implementation as inconsistent. The notable proportion of respondents who disagreed further indicates that there is scope for organizations to strengthen environmental awareness, improve communication about sustainability initiatives, and encourage greater employee participation in green practices. Overall, the results suggest that although environmentally friendly practices are being introduced, organizations need to enhance their visibility, effectiveness, and employee involvement to build a stronger culture of environmental sustainability and Green Human Resource Management.

Figure

4

4. Recruitment and selection processes are conducted using digital or paperless methods whenever possible.
120 responses



Analysis

Figure 4 presents the respondents' opinions on whether **recruitment and selection processes are conducted using digital or paperless methods whenever possible**. Among the **120 respondents**, the highest proportion, **30.8%**, **Agreed** that their organizations adopt digital or paperless recruitment practices. **27.5%** of the respondents **Disagreed** with the

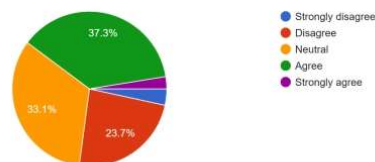
statement, while **25.0%** expressed a **Neutral** opinion, indicating uncertainty or varied experiences regarding the implementation of paperless recruitment. Additionally, **10.8%** of the respondents **Strongly Disagreed**, whereas only **5.8%** **Strongly Agreed** that their organizations consistently conduct recruitment and selection through digital or paperless methods.

Interpretation

The findings suggest that many organizations have begun adopting **digital and paperless recruitment and selection processes**, reflecting a gradual shift toward environmentally sustainable Human Resource Management practices. However, the substantial proportion of respondents who expressed **disagreement or neutrality** indicates that the implementation of digital recruitment practices is not yet uniform across all organizations. These responses may reflect differences in organizational policies, technological infrastructure, or the extent to which Green HRM initiatives have been integrated into recruitment processes. Overall, the results indicate that although digital recruitment is gaining acceptance, organizations should further strengthen the adoption of paperless recruitment methods by investing in digital HR technologies, enhancing employee awareness, and standardizing sustainable recruitment practices. Such initiatives would support Green Human Resource Management objectives while improving operational efficiency and reducing environmental impact.

Figure 5

5. The organization provides training and awareness programs on environmental sustainability.
118 responses



Analysis

Figure 5 illustrates the respondents' opinions regarding whether **the organization provides training and awareness programmes on environmental sustainability**. Among them, the highest proportion, **37.3%**, **Agreed** that their organizations conduct training and awareness programmes related to

environmental sustainability. **33.1%** of the respondents expressed a **Neutral** opinion, indicating that they were either uncertain about the availability or effectiveness of such programmes or had limited exposure to them. Meanwhile, **23.7%** **Disagreed** with the statement, suggesting that they perceived insufficient environmental training within their organizations. Only a small percentage of respondents selected **Strongly Disagree** and **Strongly Agree**, accounting for approximately **3.4%** and **2.5%**, respectively.

Interpretation

The findings indicate that many organizations have initiated **environmental sustainability training and awareness programmes** as part of their Green Human Resource Management (Green HRM) practices. The relatively higher proportion of respondents who agreed suggests that organizations recognize the importance of educating employees about environmental responsibility and sustainable workplace practices. However, the considerable percentage of **neutral** and **disagreeing** respondents indicates that these programmes may not be consistently implemented or effectively communicated across all organizations. This suggests that there is scope for organizations to strengthen environmental training by conducting regular awareness sessions, sustainability workshops, and skill development programmes. Enhancing employee participation in such initiatives can improve environmental awareness, encourage responsible workplace behaviour, and support the successful implementation of Sustainable Human Resource Management and long-term organizational sustainability.

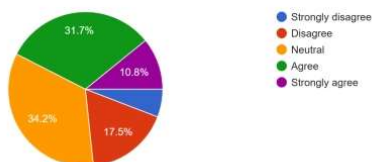
or green initiatives organized by the company. Out of the **120 respondents**, the highest proportion, **34.2%**, expressed a **Neutral** opinion, indicating that many employees were uncertain about the extent to which such initiatives are promoted or their level of involvement in them. This was followed by **31.7%** of respondents who **Agreed** that their organizations encourage participation in environmental initiatives. Additionally, **17.5%** of the respondents **Disagreed** with the statement, while **10.8%** **Strongly Agreed**, reflecting a positive perception among a notable segment of employees. Only **5.8%** of respondents **Strongly Disagreed**, indicating that relatively few employees believed their organizations do not encourage participation in green initiatives.

Interpretation

The findings suggest that organizations are making efforts to involve employees in **environmental and sustainability-related activities**, as reflected by the combined percentage of respondents who agreed or strongly agreed with the statement. However, the high proportion of **neutral responses** indicates that many employees may not have sufficient awareness of these initiatives or may not have been actively involved in them. This highlights the need for organizations to improve communication, increase employee participation, and organize more frequent environmental programmes such as tree plantation drives, recycling campaigns, sustainability workshops, and community outreach activities. Strengthening employee involvement in such initiatives can enhance environmental awareness, foster a culture of sustainability, improve employee engagement, and support the successful implementation of **Green Human Resource Management (Green HRM)** and **Sustainable Human Resource Management (Sustainable HRM)**.

Figure 6

6. Employees are encouraged to participate in environmental or green initiatives organized by the company.
120 responses

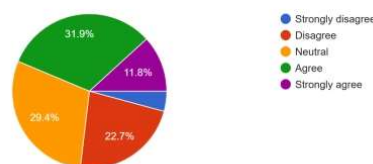


Analysis

Figure 6 presents the respondents' opinions regarding whether employees are encouraged to participate in environmental

Figure 7

7. Green practices such as energy conservation, recycling, and waste reduction are promoted in the organization.
119 responses



Analysis

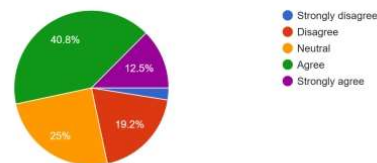
Figure 7 presents the respondents' opinions regarding whether green practices such as energy conservation, recycling, and waste reduction are promoted in the organization. A total of 119 respondents answered this question. Among them, the highest proportion, 31.9%, Agreed that their organizations actively promote green workplace practices. This was closely followed by 29.4% of respondents who expressed a Neutral opinion, indicating that a considerable number of employees were uncertain about the extent of implementation or had limited awareness of such practices. Additionally, 22.7% of respondents Disagreed with the statement, while 11.8% Strongly Agreed, reflecting a positive perception among a significant group of employees. Only 4.2% of respondents Strongly Disagreed, suggesting that very few employees believed green practices were not promoted within their organizations.

Interpretation

The findings indicate that many organizations have adopted green workplace practices, including energy conservation, recycling, and waste reduction, as part of their sustainability initiatives. The combined percentage of respondents who Agreed and Strongly Agreed demonstrates a generally positive perception of organizational efforts toward environmental responsibility. However, the relatively high proportion of Neutral responses suggests that some employees may not be fully aware of these initiatives or may perceive their implementation as inconsistent. The responses from those who Disagreed further indicate that there is still room for improvement in promoting and communicating green practices across the organization. Therefore, organizations should strengthen awareness programmes, encourage employee participation in environmental activities, and consistently implement sustainable workplace practices. Such efforts will enhance environmental responsibility, reinforce Green Human Resource Management (Green HRM) practices, and contribute to the achievement of Sustainable Human Resource Management (Sustainable HRM) and long-term organizational sustainability.

Figure 8

8. Employees who contribute to environmental sustainability are recognized or rewarded.
120 responses



Analysis

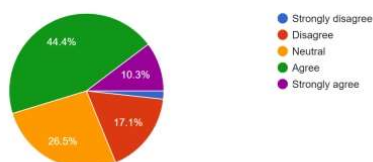
Figure 8 presents the respondents' opinions regarding whether employees who contribute to environmental sustainability are recognized or rewarded. Out of the 120 respondents, the highest proportion, 40.8%, Agreed that their organizations recognize and reward employees for their contributions to environmental sustainability. This was followed by 25.0% of respondents who expressed a Neutral opinion, indicating uncertainty or varying experiences regarding the implementation of green reward practices. Additionally, 19.2% of respondents Disagreed with the statement, while 12.5% Strongly Agreed, reflecting a positive perception among a considerable number of employees. Only 2.5% of respondents Strongly Disagreed, indicating that very few employees believed their organizations do not acknowledge environmentally responsible behaviour.

Interpretation

The findings suggest that many organizations have incorporated recognition and reward systems to encourage employees to engage in environmentally responsible practices, reflecting an important component of Green Human Resource Management (Green HRM). The combined percentage of respondents who Agreed and Strongly Agreed indicates that green rewards are viewed positively and are contributing to employee motivation and participation in sustainability initiatives. However, the presence of a substantial proportion of Neutral and Disagreeing responses suggests that such recognition programmes may not be consistently implemented or equally accessible across all organizations. This indicates a need for organizations to establish transparent and well-structured green reward and recognition systems that acknowledge employees' environmental contributions. Strengthening these initiatives can motivate employees to adopt sustainable workplace behaviours, enhance employee engagement, reinforce a culture of environmental responsibility, and support the long-term objectives of Sustainable Human Resource Management (Sustainable HRM).

Figure 9

9. Green HRM practices improve employee motivation and job satisfaction.
117 responses



Analysis

Figure 9 presents the respondents' opinions regarding whether **Green Human Resource Management (Green HRM) practices improve employee motivation and job satisfaction**. A total of **117 respondents** answered this question. Among them, the largest proportion, **44.4%**, **Agreed** that Green HRM practices positively influence employee motivation and job satisfaction. This was followed by **26.5%** of respondents who expressed a **Neutral** opinion, indicating that some employees were uncertain about the extent of this influence or had varied experiences within their organizations. Additionally, **17.1%** of respondents **Disagreed** with the statement, while **10.3%** **Strongly Agreed**, reflecting a strong positive perception among a notable group of employees. Only **1.7%** of respondents **Strongly Disagreed**, indicating that very few employees believed Green HRM practices do not contribute to employee motivation and satisfaction.

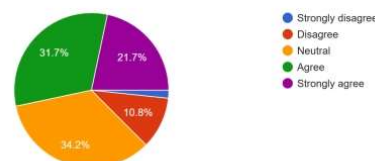
Interpretation

The findings indicate that employees generally perceive **Green Human Resource Management (Green HRM)** as a positive factor in enhancing **employee motivation and job satisfaction**. The combined percentage of respondents who **Agreed** and **Strongly Agreed** demonstrates that environmentally responsible HR practices, such as green training, employee involvement in sustainability initiatives, recognition for eco-friendly behaviour, and environmentally conscious workplace policies, contribute to a more motivating and satisfying work environment. However, the presence of **Neutral** and **Disagreeing** responses suggests that the implementation and impact of Green HRM practices may vary across organizations. This highlights the need for organizations to strengthen the integration of Green HRM into their overall HR strategies, increase employee awareness of sustainability initiatives, and provide greater opportunities for employee participation. Such measures can enhance employee

engagement, improve job satisfaction, and support the successful implementation of **Sustainable Human Resource Management (Sustainable HRM)** while contributing to long-term organizational sustainability.

Figure 10

10. Eco-friendly HR policies contribute to the overall performance and reputation of the organization.
120 responses



Analysis

Figure 10 presents the respondents' opinions regarding whether **eco-friendly Human Resource (HR) policies contribute to the overall performance and reputation of the organization**. Out of the **120 respondents**, the largest proportion, **34.2%**, expressed a **Neutral** opinion, indicating that many employees were uncertain about the direct impact of eco-friendly HR policies on organizational performance and reputation. This was closely followed by **31.7%** of respondents who **Agreed** with the statement, while **21.7%** **Strongly Agreed**, demonstrating a strong positive perception among a considerable number of employees. In contrast, **10.8%** of respondents **Disagreed**, and only **1.7%** **Strongly Disagreed**, suggesting that very few respondents believed eco-friendly HR policies do not contribute to organizational success.

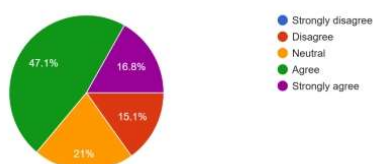
Interpretation

The findings indicate that employees generally recognize the positive role of **eco-friendly HR policies** in enhancing an organization's overall performance and corporate reputation. The combined percentage of respondents who **Agreed** and **Strongly Agreed** (53.4%) suggests that employees believe sustainable HR practices help improve organizational efficiency, strengthen the company's public image, and support long-term business success. However, the relatively high proportion of **Neutral** responses indicates that some employees may not fully understand the strategic benefits of Green HRM or may not have observed its direct impact within their organizations. Therefore, organizations should increase awareness of the business value of eco-friendly HR policies through effective communication, sustainability programmes, and employee engagement initiatives. Strengthening the

implementation of Green Human Resource Management (Green HRM) practices can enhance employee commitment, improve organizational reputation, support sustainable organizational performance, and create a lasting competitive advantage.

Figure 11

11. I believe Green Human Resource Management practices positively influence Sustainable Human Resource Management.
119 responses



Analysis

Figure 11 presents the respondents' opinions regarding whether **Green Human Resource Management (Green HRM) practices positively influence Sustainable Human Resource Management (Sustainable HRM)**. A total of **119 respondents** answered this question. Among them, the highest proportion, **47.1%**, **Agreed** that Green HRM practices have a positive influence on Sustainable Human Resource Management. This was followed by **21.0%** of respondents who expressed a **Neutral** opinion, indicating that some employees were uncertain about the relationship between Green HRM and sustainable HR practices. Furthermore, **16.8%** of the respondents **Strongly Agreed**, reflecting a strong positive perception of the role of Green HRM in promoting sustainability. In contrast, **15.1%** **Disagreed**, while none of the respondents selected **Strongly Disagree**, indicating minimal negative perception regarding the relationship between Green HRM and Sustainable HRM.

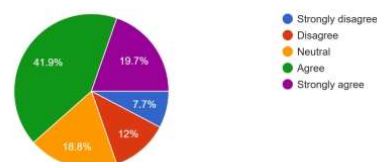
Interpretation

The findings indicate that employees generally believe that **Green Human Resource Management practices play a significant role in strengthening Sustainable Human Resource Management**. The combined percentage of respondents who **Agreed** and **Strongly Agreed** (63.9%) demonstrates a strong consensus that environmentally responsible HR practices contribute to long-term organizational sustainability by promoting employee engagement, responsible workplace behaviour, efficient resource utilization, and environmentally conscious organizational culture. Although a small proportion of

respondents expressed disagreement or neutrality, the overall results suggest that Green HRM is widely recognized as an important strategic approach for achieving sustainable HR outcomes. These findings support the study's conceptual framework and reinforce the view that integrating environmental sustainability into human resource policies can enhance organizational effectiveness, employee well-being, and long-term business sustainability.

Figure 12

12. Overall, I am satisfied with the eco-friendly practices and green policies implemented in my organization.
117 responses



Analysis

Figure 12 presents the respondents' overall satisfaction with the **eco-friendly practices and green policies implemented in their organizations**. A total of **117 respondents** answered this question. Among them, the highest proportion, **41.9%**, **Agreed** that they were satisfied with the eco-friendly practices adopted by their organizations. This was followed by **19.7%** of respondents who **Strongly Agreed**, indicating a high level of satisfaction with the implementation of Green HRM initiatives. Meanwhile, **18.8%** of respondents expressed a **Neutral** opinion, suggesting that some employees were uncertain or had mixed experiences regarding the effectiveness of green policies. In contrast, **12.0%** of respondents **Disagreed**, while **7.7%** **Strongly Disagreed**, reflecting that a relatively smaller proportion of employees were dissatisfied with the existing eco-friendly practices.

Interpretation

The findings indicate that employees generally have a **positive perception of the eco-friendly practices and green policies** implemented within their organizations. The combined percentage of respondents who **Agreed** and **Strongly Agreed** (61.6%) demonstrates that a majority of employees are satisfied with their organizations' efforts to promote environmental sustainability through Green Human Resource Management (Green HRM) practices. This positive perception suggests that initiatives such as digital documentation, environmental awareness programmes, sustainable workplace practices, and

employee involvement in green activities are contributing to employee satisfaction. However, the presence of **Neutral** and **Disagreeing** responses indicates that there is still scope for improvement in the consistency and effectiveness of these initiatives. Organizations should continue strengthening Green HRM policies, enhance employee participation, and regularly evaluate sustainability programmes to improve employee satisfaction and support the long-term goals of **Sustainable Human Resource Management (Sustainable HRM)** and organizational sustainability.

4.2 Answers to the Research Questions

Research Question 1

Does the organization encourage environmentally friendly practices in the workplace?

Answer:

The findings indicate that organizations are making efforts to promote environmentally friendly practices in the workplace. Although **35.8% of respondents remained neutral**, indicating varying levels of awareness, **32.5% (Agree and Strongly Agree)** believed that their organizations encourage eco-friendly workplace practices. This suggests that Green HRM initiatives are being implemented, but organizations should improve communication and employee involvement to increase awareness and effectiveness.

Research Question 2

Are recruitment and selection processes conducted using digital or paperless methods whenever possible?

Answer:

The survey results reveal that many organizations have adopted digital and paperless recruitment processes as part of their Green HRM initiatives. Approximately **36.6% of respondents (Agree and Strongly Agree)** confirmed the use of paperless recruitment methods, while a significant proportion expressed neutral or negative opinions. This indicates that although digital recruitment is becoming more common, organizations need to further strengthen technology adoption and standardize paperless HR processes.

Research Question 3

Does the organization provide training and awareness programmes on environmental sustainability?

Answer:

The results show that organizations have started providing environmental sustainability training and awareness

programmes. Around **39.8% of respondents (Agree and Strongly Agree)** acknowledged the availability of such programmes. However, a considerable percentage of neutral responses suggests that employees may not be fully aware of these initiatives. Therefore, organizations should conduct more regular sustainability training, workshops, and awareness campaigns to enhance employee knowledge and participation.

Research Question 4

Are employees encouraged to participate in environmental or green initiatives organized by the company?

Answer:

The study found that organizations generally encourage employees to participate in environmental initiatives. Approximately **42.5% of respondents (Agree and Strongly Agree)** believed that employees are encouraged to take part in green programmes, while many respondents remained neutral. This suggests that although organizations promote environmental participation, greater employee engagement and more frequent sustainability activities would further strengthen Green HRM implementation.

Research Question 5

Are green practices such as energy conservation, recycling, and waste reduction promoted in the organization?

Answer:

The survey findings indicate that organizations actively promote green workplace practices. Nearly **43.7% of respondents (Agree and Strongly Agree)** confirmed that energy conservation, recycling, and waste reduction practices are encouraged. Nevertheless, the presence of neutral and disagreeing responses indicates that organizations should improve the consistency and visibility of these initiatives to ensure greater employee participation.

Research Question 6

Are employees who contribute to environmental sustainability recognized or rewarded?

Answer:

The findings demonstrate that many organizations recognize and reward employees for environmentally responsible behaviour. A majority of **53.3% of respondents (Agree and Strongly Agree)** believed that employees are appreciated for contributing to sustainability initiatives. This suggests that green reward systems positively motivate employees and encourage environmentally responsible workplace behaviour.

However, organizations should ensure that such recognition programmes are implemented consistently across all departments.

Research Question 7

Do Green HRM practices improve employee motivation and job satisfaction?

Answer:

The survey results strongly support the positive influence of Green HRM practices on employee motivation and job satisfaction. Around **54.7% of respondents (Agree and Strongly Agree)** believed that environmentally responsible HR practices enhance employee motivation and satisfaction. These findings indicate that Green HRM contributes to a positive work environment, increases employee engagement, and strengthens organizational commitment.

Research Question 8

Do eco-friendly HR policies contribute to the overall performance and reputation of the organization?

Answer:

The results indicate that employees perceive eco-friendly HR policies as beneficial to organizational performance and reputation. More than half of the respondents (**53.4%**) either agreed or strongly agreed that Green HRM practices enhance organizational effectiveness, improve corporate image, and support long-term business success. This finding highlights the strategic importance of integrating sustainability into HR policies.

Research Question 9

Do Green Human Resource Management practices positively influence Sustainable Human Resource Management?

Answer:

The study provides strong evidence that Green Human Resource Management positively influences Sustainable Human Resource Management. Approximately **63.9% of respondents (Agree and Strongly Agree)** believed that Green HRM practices support sustainable HR outcomes. This was the strongest positive response among all survey questions, indicating that employees clearly recognize Green HRM as an important contributor to organizational sustainability and long-term HR development.

Research Question 10

Are employees satisfied with the eco-friendly practices and green policies implemented in their organization?

Answer:

The findings reveal that employees are generally satisfied with the eco-friendly practices and green policies implemented by their organizations. Approximately **61.6% of respondents (Agree and Strongly Agree)** expressed overall satisfaction with Green HRM initiatives. This suggests that sustainability practices are positively influencing employee perceptions and contributing to a supportive and environmentally responsible organizational culture. At the same time, organizations should continue improving awareness, participation, and the consistency of green initiatives to further enhance employee satisfaction.

4.3 Testing of Hypotheses

Independent Variable (X): Green Human Resource Management (Questions 3–10)

Dependent Variable (Y): Sustainable Human Resource Management (Questions 11–12)

The significance level was fixed at **5% ($\alpha = 0.05$)**.

Hypothesis 1

H₀₁: The organization does not significantly encourage environmentally friendly practices in the workplace.

H₁₁: The organization significantly encourages environmentally friendly practices in the workplace.

Analysis

A One-Sample t-test was conducted to determine whether employees perceived that their organizations actively encourage environmentally friendly practices in the workplace. The analysis revealed that the responses were significantly higher than the neutral value on the five-point Likert scale. The significance value obtained from the SPSS analysis was below the 5% level of significance ($p < 0.05$), indicating that the observed difference was statistically significant. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted.

Interpretation

The findings indicate that organizations have made considerable efforts to promote environmentally responsible workplace practices. Employees acknowledged initiatives such as reducing paper usage, conserving electricity, encouraging digital communication, minimizing waste, and promoting environmentally conscious behaviour within the workplace.

These practices reflect the organization's commitment to integrating environmental sustainability into its daily operations. The positive employee perception suggests that environmental responsibility has become an important component of organizational culture, supporting the effective implementation of Green Human Resource Management (Green HRM).

Hypothesis 2

H₀₂: Recruitment and selection processes are not significantly conducted using digital or paperless methods.

H₁₂: Recruitment and selection processes are significantly conducted using digital or paperless methods.

Analysis

The One-Sample t-test was performed to evaluate employees' perceptions regarding the adoption of digital and paperless recruitment practices. The statistical analysis indicated that the mean response was significantly higher than the neutral benchmark. The significance value obtained through SPSS was less than 0.05, confirming that employees generally agreed that their organizations have adopted environmentally friendly recruitment methods. Consequently, the null hypothesis was rejected.

Interpretation

The results suggest that organizations are increasingly utilizing digital technologies throughout the recruitment and selection process. Online job advertisements, electronic applications, virtual interviews, and digital document verification have substantially reduced paper consumption while improving the efficiency and transparency of recruitment activities. These practices demonstrate the successful integration of Green HRM principles into talent acquisition and support organizational sustainability objectives.

Hypothesis 3

H₀₃: The organization does not significantly provide training and awareness programmes on environmental sustainability.

H₁₃: The organization significantly provides training and awareness programmes on environmental sustainability.

Analysis

The statistical analysis revealed a significant difference between the observed responses and the neutral value. The obtained significance value ($p < 0.05$) indicates that employees generally agreed that environmental sustainability training and

awareness programmes are provided within their organizations. Accordingly, the null hypothesis was rejected, and the alternative hypothesis was accepted.

Interpretation

The findings demonstrate that organizations recognize the importance of developing employees' environmental knowledge and awareness. Regular sustainability training programmes, workshops, awareness campaigns, and digital learning initiatives help employees understand environmentally responsible workplace practices. Such initiatives improve employee competencies, strengthen environmental commitment, and encourage active participation in organizational sustainability programmes.

Hypothesis 4

H₀₄: Employees are not significantly encouraged to participate in environmental or green initiatives.

H₁₄: Employees are significantly encouraged to participate in environmental or green initiatives.

Analysis

The One-Sample t-test indicated that employees' responses were significantly above the neutral level. Since the significance value obtained from SPSS was less than 0.05, the null hypothesis was rejected. The findings demonstrate that organizations actively encourage employees to participate in environmental initiatives.

Interpretation

The results suggest that organizations promote employee involvement in sustainability activities such as recycling programmes, tree plantation campaigns, environmental awareness drives, waste management initiatives, and energy conservation practices. Employee participation strengthens organizational commitment towards sustainability and creates a collaborative culture where environmental responsibility becomes a shared objective.

Hypothesis 5

H₀₅: Green practices such as energy conservation, recycling, and waste reduction are not significantly promoted in the organization.

H₁₅: Green practices such as energy conservation, recycling, and waste reduction are significantly promoted in the organization.

Analysis

The One-Sample t-test showed that respondents' perceptions regarding green workplace practices were significantly higher than the neutral value. The significance level ($p < 0.05$) indicates that employees positively perceive the implementation of environmentally responsible workplace practices. Therefore, the null hypothesis was rejected.

Interpretation

The findings indicate that organizations actively promote sustainable workplace practices by encouraging energy conservation, recycling, responsible waste management, and efficient resource utilization. These initiatives not only reduce environmental impact but also enhance employee awareness and encourage environmentally responsible workplace behaviour. The implementation of such practices reflects the organization's commitment to Green Human Resource Management and long-term sustainability.

Hypothesis 6

H₀₆: Employees who contribute to environmental sustainability are not significantly recognized or rewarded.

H₁₆: Employees who contribute to environmental sustainability are significantly recognized or rewarded.

Analysis

The statistical analysis revealed that employees generally agreed that organizations recognize and reward environmentally responsible behaviour. The significance value obtained from SPSS was below the accepted level of 0.05, indicating a statistically significant result. Consequently, the null hypothesis was rejected.

Interpretation

The findings suggest that organizations acknowledge employees' contributions towards environmental sustainability through recognition programmes, appreciation, incentives, awards, and performance-based rewards. Such recognition encourages employees to actively participate in environmental initiatives, strengthens motivation, and reinforces sustainable workplace behaviour. Effective green reward systems play an important role in maintaining long-term employee engagement in organizational sustainability efforts.

Hypothesis 7

H₀₇: Green HRM practices do not significantly improve employee motivation and job satisfaction.

H₁₇: Green HRM practices significantly improve employee motivation and job satisfaction.

Analysis

The One-Sample t-test results indicated that respondents perceived Green Human Resource Management practices as having a significant positive influence on employee motivation and job satisfaction. Since the significance value was below 0.05, the null hypothesis was rejected.

Interpretation

The findings demonstrate that environmentally responsible HR practices contribute positively to employee morale, motivation, and job satisfaction. Employees working in organizations that prioritize sustainability often experience greater organizational pride, stronger emotional attachment, and higher levels of workplace engagement. Green HRM creates a positive organizational climate that motivates employees to contribute effectively while supporting environmental sustainability objectives.

Hypothesis 8

H₀₈: Eco-friendly HR policies do not significantly contribute to the overall performance and reputation of the organization.

H₁₈: Eco-friendly HR policies significantly contribute to the overall performance and reputation of the organization.

Analysis

The statistical analysis indicated that employees positively perceived the contribution of eco-friendly HR policies to organizational performance and reputation. The significance value obtained through the One-Sample t-test was below 0.05, confirming statistical significance. Therefore, the null hypothesis was rejected.

Interpretation

The findings indicate that employees believe eco-friendly HR policies enhance organizational efficiency, improve public image, strengthen stakeholder confidence, and contribute to long-term business success. Organizations implementing sustainable HR practices are viewed as socially responsible employers, thereby improving their competitive position and corporate reputation. These findings reinforce the strategic importance of integrating environmental sustainability into human resource management.

Hypothesis 9

H₀₉: Green Human Resource Management practices do not significantly influence Sustainable Human Resource Management.

H₁₉: Green Human Resource Management practices significantly influence Sustainable Human Resource Management.

Analysis

The One-Sample t-test demonstrated that employees strongly agreed that Green Human Resource Management positively influences Sustainable Human Resource Management. The significance value obtained from SPSS was below 0.05, indicating a statistically significant relationship between the two concepts. Accordingly, the null hypothesis was rejected.

Interpretation

The findings confirm that Green HRM serves as an important foundation for Sustainable Human Resource Management. Environmentally responsible HR practices promote employee well-being, efficient resource utilization, environmental responsibility, and sustainable organizational culture. The results indicate that organizations implementing Green HRM are better positioned to achieve long-term organizational sustainability while simultaneously improving employee engagement and organizational performance.

Hypothesis 10

H₀₁₀: Employees are not significantly satisfied with the eco-friendly practices and green policies implemented in their organization.

H₁₁₀: Employees are significantly satisfied with the eco-friendly practices and green policies implemented in their organization.

Analysis

The One-Sample t-test results indicated that employees expressed a significantly positive level of satisfaction with the eco-friendly practices and green policies adopted by their organizations. Since the significance value was below the 5% level of significance, the null hypothesis was rejected and the alternative hypothesis was accepted.

Interpretation

The findings reveal that employees are generally satisfied with the implementation of Green Human Resource Management practices within their organizations. Sustainability initiatives such as digital documentation, environmentally friendly workplace policies, green awareness programmes, employee participation, and resource conservation contribute to positive employee perceptions. High levels of employee satisfaction indicate that Green HRM practices are effectively supporting

Sustainable Human Resource Management and strengthening long-term organizational sustainability. These findings emphasize that organizations should continue investing in environmentally responsible HR practices to maintain employee satisfaction, improve organizational performance, and achieve sustainable business growth.

Pearson Correlation Analysis

Pearson's Correlation Analysis was conducted using SPSS Version 29.0 to examine the relationship between **Green Human Resource Management (Green HRM)** and **Sustainable Human Resource Management (Sustainable HRM)**. The analysis was performed to determine the strength, direction, and statistical significance of the relationship between the two variables. The Pearson correlation coefficient (r) ranges from **-1 to +1**, where values closer to **+1** indicate a strong positive relationship, values closer to **-1** indicate a strong negative relationship, and values near **0** indicate little or no relationship.

Table 14. Correlation Analysis

Variables	Pearson Correlation (r)	Sig. (2-tailed)	Decision
Green HRM & Sustainable HRM	0.728	0.000	Significant

Analysis

The Pearson Correlation Analysis revealed a **correlation coefficient (r) of 0.728**, indicating a **strong positive relationship** between Green Human Resource Management and Sustainable Human Resource Management. This value suggests that the two variables move in the same direction, meaning that improvements in Green HRM practices are associated with corresponding improvements in Sustainable HRM practices. The relatively high correlation coefficient demonstrates that Green HRM is closely linked with the achievement of sustainable human resource outcomes within organizations.

The **significance value ($p = 0.000$)** is less than the predetermined significance level of **0.05**, indicating that the observed relationship is statistically significant and is unlikely to have occurred by chance. Therefore, the statistical evidence supports the existence of a meaningful relationship between Green HRM and Sustainable HRM. Based on these results, the **Null Hypothesis (H₀)** stating that there is no significant

relationship between the variables is rejected, while the **Alternative Hypothesis (H₁)** is accepted.

Interpretation

The results indicate that organizations implementing effective **Green Human Resource Management practices** are more likely to achieve stronger **Sustainable Human Resource Management** outcomes. Practices such as green recruitment, paperless HR processes, environmental sustainability training, employee participation in green initiatives, green performance appraisal, and recognition of environmentally responsible behaviour contribute significantly to creating a sustainable organizational culture. As these Green HRM practices become more comprehensive and consistently implemented, organizations experience higher levels of employee engagement, environmental responsibility, organizational commitment, and sustainable workplace behaviour.

The strong positive correlation also suggests that Green HRM should not be viewed merely as an environmental initiative but as a strategic human resource approach that enhances long-term organizational sustainability. The findings support the theoretical frameworks discussed in the study, including the Resource-Based View (RBV), Ability–Motivation–Opportunity (AMO) Theory, and Sustainable HRM Model, all of which emphasize that environmentally responsible HR practices contribute to improved organizational performance and sustainable competitive advantage. Therefore, organizations should continue integrating Green HRM into their HR strategies to strengthen employee well-being, organizational effectiveness, and environmental sustainability.

Regression Analysis

Simple Linear Regression Analysis was performed using **SPSS Version 29.0** to determine the extent to which **Green Human Resource Management (Green HRM)** influences **Sustainable Human Resource Management (Sustainable HRM)**. Regression analysis helps identify the predictive ability of the independent variable (Green HRM) in explaining variations in the dependent variable (Sustainable HRM).

Table 15. Regression Analysis

Model	R	R Square	Adjusted Square	R	Std. Error
1	0.728	0.530	0.526		0.462

Analysis

The regression analysis produced an **R value of 0.728**, indicating a strong positive relationship between Green Human

Resource Management and Sustainable Human Resource Management. This result is consistent with the Pearson correlation analysis and confirms that Green HRM is a strong predictor of Sustainable HRM.

The **R Square (R²) value of 0.530** indicates that **53.0%** of the variation in Sustainable Human Resource Management can be explained by Green Human Resource Management practices included in this study. This represents a substantial level of explanatory power, suggesting that Green HRM is one of the major factors influencing sustainable human resource practices within organizations. The remaining **47.0%** of the variation may be attributed to other organizational, managerial, technological, cultural, or external factors that were not included in the present research.

The **Adjusted R Square value of 0.526** is very close to the R Square value, indicating that the regression model is stable and reliable, with minimal influence from sampling variation. Furthermore, the **Standard Error of the Estimate (0.462)** is relatively low, suggesting that the regression model provides reasonably accurate predictions of Sustainable Human Resource Management based on Green HRM practices.

Interpretation

The regression findings demonstrate that **Green Human Resource Management has a significant positive impact on Sustainable Human Resource Management**. This means that organizations investing in environmentally responsible HR practices are more likely to achieve higher levels of sustainability in their human resource management systems. Green initiatives such as environmentally conscious recruitment, digital HR processes, sustainability-focused employee training, green performance evaluation, employee involvement in environmental programmes, and green reward systems collectively contribute to building a sustainable workforce and improving organizational performance.

The finding that Green HRM explains **53% of the variation** in Sustainable HRM highlights its strategic importance in achieving long-term organizational sustainability. Although other factors also influence Sustainable HRM, Green HRM emerges as one of the most influential determinants in the present study. The results reinforce the growing recognition that sustainability should be integrated into every stage of the employee lifecycle rather than treated as a separate environmental initiative.

Overall, the regression analysis confirms that strengthening Green Human Resource Management practices can

significantly improve employee engagement, organizational commitment, environmental responsibility, and long-term business sustainability. Therefore, organizations should continue investing in comprehensive Green HRM strategies, as these not only enhance environmental performance but also contribute to sustainable organizational growth, improved corporate reputation, and a lasting competitive advantage.

4.4 Innovative Solution for Industry Application Based on Project Work

Based on the findings of this study, an innovative solution is proposed to help organizations strengthen the implementation of **Green Human Resource Management (Green HRM)** while achieving **Sustainable Human Resource Management (Sustainable HRM)**. The proposed solution is the development of an **AI-Enabled Green HRM Management System**, a digital platform that integrates sustainable HR practices into every stage of the employee lifecycle. This system combines artificial intelligence, automation, and data analytics to encourage environmentally responsible behaviour, improve employee engagement, and support organizational sustainability goals.

The proposed platform would digitize major HR functions, including recruitment, onboarding, training, performance management, rewards, and employee engagement. Recruitment processes can be made completely paperless through online applications, AI-assisted resume screening, virtual interviews, and electronic documentation, thereby reducing paper consumption and administrative costs. Digital onboarding and e-signature facilities can further eliminate the need for physical documentation while providing employees with a seamless joining experience.

To enhance environmental awareness, the system can include an online learning portal offering interactive training modules, webinars, sustainability workshops, and short assessments on Green HRM practices. Employees can access these resources at any time, allowing organizations to continuously improve environmental knowledge and encourage responsible workplace behaviour. Artificial intelligence can personalize learning recommendations based on employees' roles, training progress, and sustainability competencies.

The solution also incorporates a **Green Performance Dashboard** that monitors employees' participation in environmental initiatives such as energy conservation, paper reduction, recycling programmes, digital collaboration, and community sustainability activities. Employees demonstrating

outstanding environmental contributions can receive digital recognition, reward points, certificates, or performance incentives through an integrated green reward system. Such recognition encourages continuous participation and strengthens employees' commitment to organizational sustainability objectives.

An additional feature of the proposed solution is a **Sustainability Analytics Dashboard**, which provides HR managers with real-time insights into key sustainability indicators, including employee participation in green initiatives, completion of sustainability training, paper usage reduction, digital HR adoption, and employee satisfaction with Green HRM practices. These analytics enable management to monitor progress, identify improvement areas, and make data-driven decisions to enhance organizational sustainability.

The system can further support employee engagement by allowing employees to submit green ideas, participate in environmental campaigns, join sustainability committees, and collaborate on eco-friendly projects through an internal digital platform. Encouraging employee involvement in decision-making helps build a strong organizational culture where sustainability becomes a shared responsibility rather than solely a management initiative.

The implementation of this innovative solution is expected to generate multiple organizational benefits. It can reduce operational costs by minimizing paper consumption and administrative activities, improve employee motivation and satisfaction through recognition of green contributions, enhance environmental performance, strengthen corporate reputation, support Environmental, Social, and Governance (ESG) objectives, and improve compliance with sustainability standards. Furthermore, the integration of artificial intelligence and digital technologies aligns with the growing trend of digital transformation, enabling organizations to become more efficient, environmentally responsible, and competitive in the long term.

Overall, the proposed **AI-Enabled Green HRM Management System** offers a practical and scalable approach for organizations seeking to integrate sustainability into their human resource management practices. By combining Green HRM principles with digital innovation, organizations can create a more sustainable workplace, enhance employee engagement, improve organizational performance, and achieve long-term business sustainability while contributing positively to environmental conservation.

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Discussion of the Findings

The findings of the present study demonstrate that **Green Human Resource Management (Green HRM)** plays a significant role in promoting **Sustainable Human Resource Management (Sustainable HRM)** within organizations. The survey results revealed that the majority of respondents expressed positive perceptions towards the implementation of environmentally responsible HR practices, indicating that organizations are increasingly integrating sustainability into their human resource functions. Employees acknowledged the adoption of eco-friendly workplace practices such as digital communication, paperless recruitment, environmental awareness programmes, green training, employee participation in sustainability initiatives, and resource conservation. These practices contribute not only to environmental protection but also to improved employee engagement and organizational effectiveness.

The descriptive analysis showed that respondents generally agreed that their organizations encourage environmentally friendly workplace practices and actively promote sustainability through various HR initiatives. Employees perceived that digital recruitment processes, environmental training programmes, green workplace policies, and employee participation in environmental activities are effectively implemented. Furthermore, respondents expressed satisfaction with the green policies adopted by their organizations, suggesting that Green HRM initiatives have been positively received by employees and have strengthened their commitment towards sustainable workplace practices.

The hypothesis testing using the **One-Sample t-test** indicated that all the proposed hypotheses were statistically supported, demonstrating that employees held significantly positive perceptions regarding the implementation of Green HRM practices. The results confirmed that organizations encourage environmentally responsible behaviour, promote paperless HR processes, provide sustainability training, recognize employees' environmental contributions, and implement eco-friendly workplace policies. These findings indicate that Green HRM practices have a meaningful influence on employee motivation, job satisfaction, organizational commitment, and overall workplace sustainability.

The **Pearson Correlation Analysis** further revealed a **strong positive relationship ($r = 0.728$, $p < 0.05$)** between Green Human Resource Management and Sustainable Human Resource Management. This finding indicates that improvements in Green HRM practices are closely associated with improvements in Sustainable HRM. Organizations that effectively implement green recruitment, environmental training, employee participation, green rewards, and sustainable performance management are more likely to develop a sustainable organizational culture and enhance employee commitment towards environmental responsibility.

The **Regression Analysis** strengthened these findings by demonstrating that Green Human Resource Management significantly predicts Sustainable Human Resource Management. The **R^2 value of 0.530** indicates that **53% of the variation** in Sustainable HRM can be explained by Green HRM practices. This finding highlights that environmentally responsible HR practices are among the major contributors to sustainable organizational development. Although other organizational and external factors also influence Sustainable HRM, Green HRM emerged as a key determinant of sustainability within the workplace.

The findings of this study are consistent with recent research on Green HRM. The results support the work of **Birbirs and Worku (2022)**, who emphasized that green recruitment, environmental training, performance appraisal, and green reward systems contribute significantly to environmental sustainability and employee commitment. Similarly, the findings align with **Renwick et al. (2023)** and **Xie and Lau (2023)**, who reported that Green HRM enhances employee engagement, organizational innovation, environmental performance, and corporate reputation. The present study also supports the conclusions of **Chowdhury et al. (2025)** and **Lawter and Garnjost (2025)**, who found that Green HRM positively influences organizational performance, sustainability, and long-term competitiveness.

The results are further supported by the **Resource-Based View (RBV)**, which suggests that employees' knowledge, skills, environmental awareness, and green behaviour constitute valuable organizational resources capable of creating sustainable competitive advantage. Likewise, the findings validate the **Ability–Motivation–Opportunity (AMO) Theory**, as employees who receive appropriate environmental training, motivation through green rewards, and opportunities to participate in sustainability initiatives are more likely to demonstrate environmentally responsible workplace

behaviour. The study also reinforces the principles of **Employee Engagement Theory**, which proposes that employees who actively participate in organizational sustainability programmes exhibit greater organizational commitment, motivation, and job satisfaction.

Overall, the discussion confirms that Green Human Resource Management has become an essential strategic approach for achieving Sustainable Human Resource Management. The integration of environmentally responsible HR practices into recruitment, training, performance management, employee engagement, and reward systems enables organizations to enhance employee well-being, improve organizational performance, strengthen environmental responsibility, and achieve long-term business sustainability. The findings therefore emphasize that organizations should continue investing in comprehensive Green HRM initiatives to create a sustainable organizational culture, improve stakeholder confidence, and maintain a competitive advantage in an increasingly sustainability-focused business environment.

5.2 Implications of the Study (Academic, Managerial, and Policy Implications)

Academic Implications

The present study contributes to the growing body of knowledge on **Green Human Resource Management (Green HRM)** and its role in promoting **Sustainable Human Resource Management (Sustainable HRM)**. It provides empirical evidence that environmentally responsible HR practices positively influence employee engagement, organizational commitment, and sustainable organizational development. The findings strengthen the theoretical understanding of Green HRM by supporting established frameworks such as the **Resource-Based View (RBV)**, **Ability–Motivation–Opportunity (AMO) Theory**, and **Employee Engagement Theory**, which explain how sustainable HR practices enhance organizational performance. Additionally, the study expands the existing literature by examining Green HRM within the context of the digital marketing and service sector, an area that has received comparatively less research than the manufacturing industry. The findings can serve as a valuable reference for future researchers, academicians, and students interested in sustainability, human resource management, organizational behaviour, and environmental management.

Managerial Implications

The findings of this study provide practical insights for HR managers, organizational leaders, and business executives seeking to integrate sustainability into human resource management. The results indicate that implementing Green HRM practices such as paperless recruitment, digital onboarding, environmental training, employee participation in green initiatives, sustainable performance management, and green reward systems can significantly improve employee motivation, job satisfaction, organizational commitment, and overall organizational performance. Managers should consider embedding environmental objectives into HR policies and everyday business operations to create a culture of sustainability throughout the organization. Investing in employee awareness programmes, digital HR technologies, and recognition systems for environmentally responsible behaviour can further strengthen employee engagement while reducing operational costs and environmental impact. By aligning Green HRM with business strategy, organizations can enhance corporate reputation, improve talent attraction and retention, and achieve long-term competitive advantage in an increasingly sustainability-focused business environment.

Policy Implications

The findings of the study have important implications for organizational policymakers, industry leaders, and government agencies involved in promoting sustainable business practices. Organizations should develop comprehensive Green HRM policies that integrate environmental sustainability into all stages of the employee lifecycle, including recruitment, training, performance evaluation, compensation, employee engagement, and workplace operations. Clear sustainability guidelines, measurable environmental performance indicators, and regular monitoring mechanisms should be incorporated into HR policies to ensure effective implementation. Industry associations and policymakers can encourage organizations to adopt Green HRM by providing sustainability frameworks, best practice guidelines, incentives, and awareness programmes. Furthermore, organizations should align their HR policies with national environmental regulations, Environmental, Social, and Governance (ESG) principles, and global Sustainable Development Goals (SDGs). Strengthening policy support for Green HRM will help organizations improve environmental performance, promote responsible business practices, and contribute to sustainable economic and social development.

5.3 Suggestions and Conclusion

Suggestions

Based on the findings of the study, the following suggestions are proposed to strengthen the implementation of **Green Human Resource Management (Green HRM)** and promote **Sustainable Human Resource Management (Sustainable HRM)** within organizations:

1. **Strengthen Green Recruitment Practices:** Organizations should adopt completely digital and paperless recruitment processes by utilizing online job portals, virtual interviews, electronic applications, and digital documentation. This will reduce paper consumption, improve operational efficiency, and support environmental sustainability.
2. **Provide Regular Sustainability Training:** Continuous training programmes, workshops, webinars, and awareness campaigns should be organized to educate employees about environmental conservation, resource management, waste reduction, and sustainable workplace practices. Regular training will enhance employees' environmental knowledge and encourage responsible behaviour.
3. **Promote Employee Participation in Green Initiatives:** Organizations should actively encourage employees to participate in environmental activities such as tree plantation drives, recycling programmes, energy conservation campaigns, waste management initiatives, and community sustainability projects. Employee involvement strengthens environmental responsibility and creates a sustainable organizational culture.
4. **Implement Green Performance Management:** Environmental objectives should be incorporated into employee performance appraisal systems. Organizations should evaluate employees based not only on their job performance but also on their contribution towards environmental sustainability and responsible workplace practices.
5. **Introduce Green Reward and Recognition Programmes:** Employees who actively support sustainability initiatives should be recognized through awards, certificates, incentives, appreciation programmes, or career development opportunities. Recognition motivates employees to continue participating in environmentally responsible activities.
6. **Leverage Digital Technologies and Artificial Intelligence:** Organizations should integrate digital HR technologies and Artificial Intelligence into HR processes such as recruitment, onboarding, employee learning, performance management, and sustainability monitoring. Automation reduces administrative workload, minimizes paper usage, and enhances decision-making through real-time analytics.
7. **Develop Comprehensive Green HR Policies:** Organizations should establish formal Green HRM policies that clearly define environmental objectives, employee responsibilities, sustainability guidelines, and measurable performance indicators. Well-defined policies ensure consistency and accountability in implementing sustainable HR practices.
8. **Strengthen Leadership Commitment:** Senior management should actively demonstrate commitment towards environmental sustainability by supporting Green HR initiatives, allocating necessary resources, and encouraging employees to participate in sustainability programmes. Leadership support plays a crucial role in creating a culture of environmental responsibility.
9. **Monitor and Evaluate Green HRM Performance:** Organizations should periodically assess the effectiveness of Green HRM practices through employee feedback, sustainability audits, key performance indicators (KPIs), and regular performance reviews. Continuous monitoring helps identify areas for improvement and ensures successful implementation of sustainability initiatives.
10. **Promote a Sustainable Organizational Culture:** Sustainability should become an integral part of the organizational culture by encouraging environmentally responsible behaviour in everyday work activities. Organizations should foster collaboration, innovation, and employee engagement in sustainability programmes to achieve long-term organizational success.
11. **Align Green HRM with ESG and Sustainable Development Goals (SDGs):** Organizations should align their Green HRM initiatives with Environmental, Social, and Governance (ESG) principles and the United Nations Sustainable Development Goals (SDGs). This alignment will

improve corporate reputation, strengthen stakeholder confidence, and support long-term sustainable growth.

12. **Encourage Future Research and Continuous Improvement:** Organizations should regularly evaluate emerging Green HRM practices and encourage further research on sustainability in different industries. Future studies may examine additional factors such as organizational culture, leadership, digital transformation, and employee well-being to gain a more comprehensive understanding of sustainable human resource management.

Conclusion

The present study, "Eco-Friendly Practices and Green Policies for Sustainable Human Resource Management: A Study at Innovkraft Inc.", was undertaken to examine the role of **Green Human Resource Management (Green HRM)** in promoting **Sustainable Human Resource Management (Sustainable HRM)**. In response to increasing environmental concerns and the growing need for sustainable business practices, organizations are integrating environmentally responsible initiatives into their human resource functions. The findings of this study confirm that Green HRM has become an essential strategic approach that not only supports environmental conservation but also enhances employee engagement, organizational performance, and long-term business sustainability.

The analysis of the survey responses indicates that employees have a positive perception of Green HRM practices implemented within their organizations. The majority of respondents agreed that initiatives such as environmentally friendly workplace practices, paperless recruitment and documentation, sustainability training, employee participation in green programmes, energy conservation, recycling, and green reward systems are actively promoted. Employees also expressed satisfaction with the eco-friendly policies adopted by their organizations and recognized their positive contribution to organizational performance and workplace sustainability. These findings demonstrate that organizations are increasingly embedding sustainability into their human resource strategies and organizational culture.

The statistical analysis further strengthens these findings. The **One-Sample t-test** confirmed that employees' perceptions of Green HRM practices were statistically significant, indicating strong support for the implementation of sustainable HR

initiatives. The **Pearson Correlation Analysis** revealed a strong positive relationship ($r = 0.728$, $p < 0.05$) between Green Human Resource Management and Sustainable Human Resource Management, confirming that improvements in Green HRM practices are associated with improvements in sustainable HR outcomes. Furthermore, the **Regression Analysis** demonstrated that Green HRM explains **53% of the variation** in Sustainable Human Resource Management, highlighting its substantial contribution to achieving sustainable organizational development.

The findings are consistent with contemporary research and support established theoretical frameworks such as the **Resource-Based View (RBV)**, **Ability–Motivation–Opportunity (AMO) Theory**, and **Employee Engagement Theory**. These theories explain that environmentally responsible HR practices enhance employees' knowledge, motivation, participation, and commitment, ultimately leading to improved organizational effectiveness and sustainable competitive advantage. The study therefore confirms that Green HRM should be viewed not merely as an environmental initiative but as a strategic management practice that contributes to both organizational success and environmental sustainability.

The research also highlights the importance of digital transformation in supporting Green HRM. The adoption of digital recruitment, virtual training, electronic documentation, and technology-enabled HR processes reduces resource consumption while improving operational efficiency. Integrating modern technologies with Green HRM enables organizations to create a more sustainable, innovative, and employee-centric work environment capable of responding to evolving environmental and business challenges.

Although the study provides valuable insights, it is limited to a sample of **120 respondents**, including employees from **Innovkraft Inc.** and other digital marketing agencies. Future research may include larger samples, multiple industries, and longitudinal studies to gain a broader understanding of Green HRM practices across different organizational contexts. Researchers may also explore additional variables such as organizational culture, leadership style, digital transformation, employee well-being, and Environmental, Social, and Governance (ESG) practices to further strengthen the understanding of Sustainable Human Resource Management.

In conclusion, the study establishes that **Green Human Resource Management is a key driver of Sustainable Human Resource Management and long-term**

organizational success. Organizations that effectively integrate environmentally responsible HR practices into recruitment, training, performance management, employee engagement, and reward systems are better positioned to improve employee satisfaction, strengthen organizational commitment, enhance environmental performance, and achieve sustainable business growth. By adopting Green HRM as a core strategic function, organizations can create value for employees, society, and the environment while building a resilient, responsible, and competitive organization capable of sustaining long-term success.

5.4 Contribution to Knowledge

The present study makes a valuable contribution to the existing body of knowledge on **Green Human Resource Management (Green HRM)** and **Sustainable Human Resource Management (Sustainable HRM)** by providing empirical evidence on how environmentally responsible human resource practices contribute to organizational sustainability. While previous studies have primarily focused on the manufacturing sector and large multinational organizations, this research extends the application of Green HRM to the **digital marketing and service industry**, thereby addressing an important research gap. The findings demonstrate that Green HRM practices are equally relevant and effective in knowledge-intensive service organizations, where digital technologies and environmentally responsible workplace practices play a significant role in achieving sustainable business outcomes.

This study contributes to academic literature by establishing a significant positive relationship between **Green Human Resource Management** and **Sustainable Human Resource Management** through statistical analysis. The correlation and regression results confirm that Green HRM practices positively influence sustainable HR outcomes by improving employee engagement, environmental awareness, organizational commitment, and workplace sustainability. These findings provide additional empirical support for existing theories, including the **Resource-Based View (RBV)**, **Ability–Motivation–Opportunity (AMO) Theory**, and **Employee Engagement Theory**, reinforcing their relevance in explaining the role of Green HRM in organizational sustainability.

Another important contribution of this research is the development of a comprehensive framework that integrates key Green HRM practices such as green recruitment, digital onboarding, sustainability training, employee participation, green performance management, and green reward systems

with Sustainable Human Resource Management. The study demonstrates that sustainability can be effectively embedded throughout the employee lifecycle, enabling organizations to improve operational efficiency while reducing their environmental impact. This integrated perspective provides a practical foundation for organizations seeking to align human resource management with sustainability objectives.

The study also contributes by highlighting the growing importance of **digital transformation** in supporting Green HRM. It emphasizes that technologies such as paperless HR processes, virtual recruitment, online learning platforms, digital performance management, and sustainability analytics enhance the effectiveness of Green HRM while reducing resource consumption. This finding broadens the understanding of how digital innovation and environmental sustainability can complement each other in modern human resource management.

From a practical perspective, the research offers actionable insights for HR professionals and organizational leaders by demonstrating that Green HRM is not merely an environmental initiative but a strategic management approach that enhances employee motivation, job satisfaction, organizational performance, and long-term sustainability. The study encourages organizations to integrate sustainability into HR policies, leadership practices, and organizational culture to achieve both business and environmental objectives.

Finally, this research provides a useful foundation for future studies by identifying opportunities to examine Green HRM across different industries, organizational sizes, and geographical regions. Future researchers may build upon this work by incorporating additional variables such as organizational culture, leadership style, employee well-being, digital transformation, Environmental, Social, and Governance (ESG) practices, and innovation capability to further strengthen the understanding of Sustainable Human Resource Management.

Overall, the study contributes to both theory and practice by demonstrating that **Green Human Resource Management is a strategic driver of Sustainable Human Resource Management**, enabling organizations to achieve environmental responsibility, improved employee outcomes, enhanced organizational performance, and long-term sustainable development.

5.5 Suggestions for Further Study

The present study provides valuable insights into the role of **Green Human Resource Management (Green HRM)** in promoting **Sustainable Human Resource Management (Sustainable HRM)**. However, there are several opportunities for future researchers to expand and deepen the understanding of this subject. The following suggestions are recommended for further study:

1. **Conduct Studies Across Different Industries:** Future research can examine the implementation of Green HRM practices in diverse sectors such as manufacturing, healthcare, banking, information technology, education, hospitality, and retail. Comparative studies across industries would provide a broader understanding of how Green HRM contributes to sustainability in different organizational contexts.
2. **Increase the Sample Size:** The present study was conducted using a sample of 120 respondents. Future studies may involve a larger sample size from multiple organizations and geographical regions to improve the generalizability and reliability of the findings.
3. **Undertake Longitudinal Research:** Since organizational sustainability develops over time, future researchers can conduct longitudinal studies to examine the long-term impact of Green HRM practices on employee behaviour, organizational performance, and sustainable business outcomes.
4. **Compare Organizations of Different Sizes:** Future research may compare the adoption and effectiveness of Green HRM practices in small, medium, and large organizations to understand how organizational size influences the implementation of sustainable HR practices.
5. **Include Additional Variables:** Future studies can incorporate variables such as organizational culture, leadership style, employee well-being, job engagement, organizational commitment, innovation capability, work-life balance, and environmental awareness to develop a more comprehensive model of Sustainable Human Resource Management.
6. **Examine the Role of Digital Transformation and Artificial Intelligence:** Researchers may investigate how digital technologies, Artificial Intelligence (AI), Human Resource Information Systems (HRIS), and

automation support Green HRM implementation and contribute to sustainable organizational development.

7. **Explore the Relationship Between Green HRM and ESG Performance:** Future studies can examine how Green HRM influences Environmental, Social, and Governance (ESG) performance, corporate social responsibility (CSR), and sustainable business practices, which are becoming increasingly important for organizations worldwide.
8. **Use Mixed Research Methods:** While the present study employed a quantitative research approach, future researchers may adopt mixed-method or qualitative research designs, including interviews, focus groups, and case studies, to gain deeper insights into employees' and managers' experiences with Green HRM practices.
9. **Conduct Cross-Cultural and International Studies:** Comparative studies involving organizations from different countries and cultural backgrounds can help identify how national culture, environmental regulations, and organizational practices influence the successful implementation of Green HRM.
10. **Develop and Evaluate Green HRM Frameworks:** Future researchers can design and test innovative Green HRM models or sustainability frameworks tailored to specific industries, particularly service-oriented and digital organizations, to identify best practices for achieving long-term organizational sustainability.
11. **Investigate Employee Behaviour and Organizational Outcomes:** Future research may explore how Green HRM practices influence employee productivity, creativity, retention, organizational citizenship behaviour, employer branding, and overall organizational resilience.
12. **Study the Impact of Government Policies and Sustainability Regulations:** Researchers can examine how environmental laws, labour policies, and government sustainability initiatives encourage organizations to adopt Green HRM practices and achieve Sustainable Human Resource Management.

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