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GREEN HRM PRACTICES -A STUDY ON AWARENESS, MEASURES AND CHALLENGES IN ORGANIZATIONS

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ABSTRACT

Background:

The increasing emphasis on environmental sustainability has led organizations to integrate Green Human Resource Management (GHRM) practices into their operational frameworks. GHRM plays a critical role in promoting ecological responsibility through employee engagement and organizational policies; however, its practical implementation and employee-level awareness remain uneven, particularly in developing urban contexts.

Aim:

This study aims to examine the level of employee awareness regarding GHRM practices, analyse the measures adopted by organizations, and identify the challenges faced in implementing these practices.

Methods:

The study adopts an analytical research design based on primary data collected from 150 working professionals in Chennai using a structured questionnaire. A purposive sampling technique was employed. Statistical tools including percentage analysis, Chi-square test, One-way ANOVA, and correlation analysis were used to analyze the data.

Results:

The findings indicate a moderate level of awareness of GHRM practices among employees. The Chi-square test revealed no significant association between demographic variables and awareness levels ($p > 0.05$). Organizations predominantly adopt cost-effective green measures

such as energy-efficient lighting and digital documentation, while advanced practices remain limited. ANOVA results ($p < 0.05$) show significant differences in implementation across sectors. Financial constraints and lack of awareness were identified as major challenges. A moderate negative correlation ($r = –0.46$) was observed between awareness and challenges, indicating that higher awareness reduces implementation barriers.

Conclusion:

The study concludes that GHRM practices are at a developmental stage, characterized by moderate awareness and partial implementation. Enhancing employee awareness, strengthening organizational commitment, and addressing financial and operational constraints are essential for achieving effective and sustainable integration of GHRM practices.

KEYWORDS: *Green Hrm, Sustainability, Employee Awareness, Organizational Practices, Environmental Management.*

INTRODUCTION

Sustainability has gained momentum in this digital era, especially with recognising the need for saving the resources and the Earth through, awareness and Action plans (NAPCC, 2008) and communication, with technologies making the world a smaller place. The United Nations Brundtland Commission (1987) has defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs". Therefore, sustainability is practised the world over especially via Sustainable Development Goals (SDGs).

According to Pascal et al (2014) Sustainability has become a worldwide concern, with organisations concentrating more on their environmental impact and related Company image in the long run. As Wagner (2013) puts it forth, Green HRM are those aspects of sustainable HRM that concerns with sustainability and Environmental preservation. As per Muisyo and Qin (2021) Green HRM is primarily bringing in the responsibility of environmental preservation through sustainability in the organization. Thus, Green HRM practises promote sustainability in organisations thereby, supporting in the achievement of Sustainable Development Goals.

With the present generation having more power to choose, and at same time having potential capabilities, they are trying to associate with organisations with a sustainable and green culture. Again, due to the digital era, they are exposed to many a opportunities and do not hesitate in job hopping. Companies too, in order to sustain their business, reputation and contribution to societal welfare take the opportunity to practise sustainable practises and thereby attract capable individuals in order to meet the goals of their organisation. The term Green HRM was coined by Wehrmeyer (1996). Mampra (2013) defines Green HRM as the use

of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013). Green HRM practises include different facets and functions such as Green recruitment, Green compensation, Green employee relations, Green performance appraisal, Green training and development etc.,

Though a praiseworthy concept, the extent to which companies apply such practises in their daily HRM activities is questionable. Sometimes, even if the company is willing, the practical applicability of such practises turn out to be disadvantageous. Thus, in this research paper we are trying to find out the extent of awareness the employees possess about the Green HRM practises, which is just a click away in this digital age. Also, the study tries to show the measures adopted by organisations to implement various identified practises of Green HRM. This article also tries to highlight the various present-day challenges the organisation is facing from an employee's perspective, as they are the ones who are on the ground, the people who actually assist and implement the Green HRM practises formulated by the management.

REVIEW OF LITERATURE

Recent scholarship on Green Human Resource Management (GHRM) demonstrates its growingrelevanceinenhancingenvironmentalsustainabilityandorganizational performance.

Sapna and Gupta (2021) focused on barriers to GHRM adoption through a descriptive approach. Their findings identified financial constraints, lack of awareness, and resistance to change as major challenges, emphasizing the need for managerial support and training interventions.

Ahmad et al. (2023) examined the impact of GHRM practices on environmental performance using Structural Equation Modeling. The study found that knowledge sharing and employee commitment significantly mediate this relationship, indicating that behavioral engagement is central to effective implementation.

Coelho et al. (2024) adopted a mixed-method approach to analyze GHRM practices in the Portuguese context. The study reported improvements in organizational reputation and employee satisfaction, while also highlighting constraints such as high costs and limited technical expertise.

Narwaie and Jogalekhar (2024) used correlation and regression analysis to establish a positive relationship between GHRM practices and sustainable organizational performance, particularly in terms of employee engagement and resource efficiency.

Housheya and Atikbay (2025) explored the role of GHRM in promoting green innovation, incorporating environmental strategy and artificial intelligence as key factors. The study concluded that technological integration strengthens the effectiveness of green initiatives.

SYNTHESIS

The reviewed studies collectively affirm that GHRM enhances environmental and organizational outcomes, yet significant barriers persist, particularly in awareness and implementation. Existing literature largely emphasizes organizational-level analysis, with limited focus on employee-level perspectives. This gap underscores the relevance of the present study in examining awareness, measures, and challenges from the viewpoint of employees.

RESEARCHGAP

Despite the expanding body of literature on Green Human Resource Management (GHRM), several critical gaps remain insufficiently addressed. Existing studies predominantly focus on organizational-level outcomes such as environmental performance, green innovation, and corporate strategy, often employing advanced statistical models. However, limited attention has been given to **employee-level awareness, perception, and practical engagement**, which are essential for the effective implementation of GHRM practices.

Furthermore, prior research largely emphasizes developed or technologically advanced contexts, with relatively fewer empirical investigations in **urban Indian settings**, particularly among diverse working professionals. The issue of **practical applicability**—how far organizations successfully translate green policies into day-to-day HR functions—remains under explored. Additionally, while barriers such as financial constraints and lack of managerial support are acknowledged, there is inadequate integration of these challenges with **employee experiences and organizational realities**.

Another notable gap is the limited use of **comprehensive, multi-dimensional analysis** combining awareness, implementation measures, and challenges within a single framework. Most studies isolate these variables rather than examining their interrelationships.

Therefore, the present study addresses these gaps by providing an integrated analysis of **employee awareness, organizational measures, and implementation challenges of GHRM practices**, specifically within the Chennai context, thereby contributing context-specific and practice-oriented insights to the existing literature.

OBJECTIVES OF THE STUDY

1. To understand the demographic characteristics of employees of organization that follow Green HRM practices.
2. To study the level of awareness of employees with respect to Green HRM practices.
3. To study Green HRM measures undertaken in organization.

4. To analyse the factors that pose a challenge in implementing Green HRM practices in organization.

METHODOLOGYANDSAMPLINGTECHNIQUE

The methodology is the contextual framework for the research. The study is analytical in nature and the samples are drawn from the people residing in Chennai. The sampling unit of the study are working professionals. The sample size of this study is 150. The sampling instrument used in this study is a structured questionnaire circulated using Google Forms.Thesamplingtechniqueusedisnon-probabilitysamplingandthedatacollectionwasdoneby purposive sampling method. The analysis was done using statistical tools such as one way ANOVA, mean ranking, chi square test. The data collection period of the study is between Jan 2026 and Feb 2026.

LIMITATIONS OF THE STUDY

1. The study was conducted only in Chennai.
2. The research was carried out for a short period of time.
3. The size of the sample selected for the study was small. Therefore, the findings cannot be generalized.
4. Purposive sampling technique was used and hence it may not be representative of the entire population.

OBJECTIVE1 Demographic Profile of Respondents

Table 1: Demographic Characteristics of Respondents (n=150)

Variable	Category	Frequency	Percentage (%)
Gender	Male	92	61.3
	Female	54	36.0
	Others	4	2.7
Age	Below30	48	32.0
	30–40	56	37.3
	40–50	30	20.0
	Above50	16	10.7
Educational Qualification	No formal education	2	1.3
	Higher Secondary	18	12.0
	Diploma	22	14.7
	Graduate	64	42.7
	Post Graduate	36	24.0
	Professional Education	6	4.0
	Others	2	1.3
Employment Sector	Public/Government	28	18.7
	Private Sector	82	54.7
	NGO	16	10.7
	Business/Self-employed	20	13.3
	Others	4	2.6
Designation	Fresher/Intern	20	13.3
	Clerical/Operational	38	25.3
	Managerial Level	46	30.7
	Senior Level	30	20.0
	Executive Level	12	8.0
	Others	4	2.7
Monthly Income(₹)	Below25,000	34	22.7
	25,000–50,000	52	34.7
	50,000–75,000	36	24.0
	75,000–1,00,000	18	12.0
	Above 1,00,000	10	6.6
Location	Urban	88	58.7
	Semi-Urban	38	25.3
	Rural	24	16.0
Number of Organizations	One	42	28.0
	Two	46	30.7
	Three	34	22.7
	Above Three	28	18.6
Experience	Lessthan1year	18	12.0
	1–5 years	52	34.7
	5–10 years	36	24.0
	10–15 years	24	16.0
	15–20 years	12	8.0
	Above20 years	8	5.3

The demographic profile of respondents provides a comprehensive foundation for interpreting the findings related to Green HRM awareness, measures, and challenges.

The gender distribution indicates a predominance of male respondents (61.3%), suggesting a relatively male-dominated workforce within the sampled organizations. Female participation (36.0%) remains substantial but comparatively lower, which may have implications for perceptual differences in environmental attitudes, as prior studies often associate higher ecological sensitivity with female employees.

Age-wise classification reveals that the majority of respondents fall within the 30–40 years category (37.3%), followed by individuals below 30 years (32.0%). This indicates that the sample largely comprises early to mid-career professionals who are likely to possess both organizational exposure and adaptability toward emerging sustainability practices. The relatively smaller proportion of respondents above 50 years (10.7%) suggests limited representation of senior workforce perspectives.

In terms of educational qualification, a significant majority of respondents are graduates (42.7%) and postgraduates (24.0%), collectively accounting for over two-thirds of the sample. This indicates a well-educated workforce, which is a critical factor influencing awareness and acceptance of Green HRM practices. The minimal representation of respondents with lower educational levels suggests that the findings are more reflective of knowledge-intensive occupational groups.

The employment sector distribution highlights a strong concentration in the private sector (54.7%), followed by public sector (18.7%) and entrepreneurial/self-employed individuals (13.3%). This pattern suggests that the study predominantly reflects organizational practices within private enterprises, which are often more dynamic in adopting sustainability-driven HR policies.

Designation-wise analysis indicates that managerial-level employees constitute the largest group (30.7%), followed by clerical/operational staff (25.3%) and senior-level employees (20.0%). The presence of respondents across hierarchical levels enhances the reliability of insights, as it captures both strategic and operational perspectives on Green HRM implementation.

Income distribution shows that a majority of respondents fall within the ₹25,000–50,000 range (34.7%), followed by ₹50,000–75,000 (24.0%). This reflects a predominantly middle-income workforce, which may influence attitudes toward sustainability initiatives, particularly those requiring behavioural or financial adjustments.

Geographically, the sample is primarily urban (58.7%), with smaller representations from semi-urban (25.3%) and rural areas (16.0%). This urban dominance is significant, as exposure to sustainability practices and digital infrastructure is typically higher in urban organizational settings.

Regarding organizational experience, most respondents have worked in two organizations (30.7%) or one organization (28.0%), indicating moderate job mobility. This exposure may contribute to comparative understanding of HR practices across organizations.

Finally, experience distribution shows that the largest segment of respondents possesses 1–5 years of work experience (34.7%), followed by 5–10 years (24.0%). This suggests that the sample is largely composed of relatively experienced professionals who are likely to be actively involved in organizational processes, including sustainability initiatives.

OBJECTIVE 2 To study the level of awareness of employees regarding Green HRM practices

Table3: Awareness of Green HRM

Awareness Level	Frequency	Percentage (%)
Extremely Aware	28	18.7
Moderately Aware	52	34.7
Somewhat Aware	40	26.7
Slightly Aware	20	13.3
Not at all Aware	10	6.6
Total	**150**	**100**

Statistical Tool Applied: Chi-Square Test

Hypothesis: H_0: Awareness level is independent of age Vs H_1: Awareness level is associated with age

Table 4: Chi-Square Result

Statistic	Value
Chi-square (χ^2)	12.84
df	12
p-value	0.38

Since p >0.05, the null hypothesis is accepted. There is no statistically significant association between age and awareness levels. Awareness appears uniformly distributed across age groups.

OBJECTIVE 3 ***To study Green HRM measures undertaken in organizations***

Table5: Adoption of Green HRM Measures (Mean Score Analysis)

Measure	Mean Score	Interpretation
Use of LED/CFL bulbs	4.12	High adoption
Cloud documentation	3.98	Moderate–High
Recycling of E-waste	3.45	Moderate
Solar energy usage	2.88	Low
Green transportation policies	3.02	Moderate

Statistical Tool Applied: One-Way ANOVA
Hypothesis: H_0: No difference in adoption across sectors Vs H_1: Significant difference exists

Table 6: ANOVA Result

Source	F Value	p-value
Between Groups	4.26	0.016

Since $p < 0.05$, the null hypothesis is rejected. There is a significant difference in the adoption of Green HRM measures across employment sectors. Private sector organizations demonstrate relatively higher implementation.

OBJECTIVE 4 ***To analyse challenges in implementing Green HRM practices***

Table7: Challenges Faced (Mean Ranking)

Challenge	Mean Score	Rank
Financial constraints	4.21	1
Lack of employee awareness	3.98	2
Difficulty in measuring outcomes	3.76	3
Lack of organizational support	3.54	4
Technological limitations	3.22	5

Statistical Tool Applied: Correlation Analysis
Table 8: Correlation between Awareness and Challenges

Variables	Correlation(r)
Awareness vs Challenges	-0.46

A moderate negative correlation indicates that higher awareness is associated with fewer perceived challenges. This suggests that employee education can mitigate implementation barriers.

MAJORFINDINGS

Based on the objective-wise analysis and statistical results presented in the study, the following major findings are derived:

1. The demographic profile indicates that the majority of respondents are male, urban-based, well-educated, and employed in the private sector, with most belonging to the 30–40 years age group and possessing 1–5 years of experience, suggesting a workforce that is relatively young, skilled, and adaptable to sustainability practices.
2. The level of awareness regarding Green HRM practices is found to be moderate, with the highest proportion of respondents (34.7%) being moderately aware, followed by somewhat aware (26.7%). Only a small percentage (6.6%) reported no awareness, indicating that basic

familiarity exists but depth of understanding remains limited.

3. The Chi-square test results(p=0.38) reveal that awareness levels are not significantly associated with age, suggesting that awareness is relatively uniform across different age groups and not influenced by demographic variation.
4. Among Green HRM measures, energy-efficient practices such as the use of sLED/CFL bulbs (mean = 4.12) and digital documentation (mean = 3.98) show higher adoption, whereas renewable energy practices such as solar usage (mean = 2.88) exhibit lower implementation, indicating partial adoption of sustainability initiatives.
5. The ANOVA results (p = 0.016) indicate a statistically significant difference in the adoption of Green HRM practices across employment sectors, with private sector organizations demonstrating relatively higher levels of implementation compared to other sectors.
6. The most significant challenges identified in implementing Green HRM practices are financial constraints (mean = 4.21) and lack of employee awareness (mean = 3.98), followed by difficulties in measuring outcomes and limited organizational support.
7. Correlation analysis reveals a moderate negative relationship (r = –0.46) between awareness and challenges, indicating that higher levels of employee awareness are associated with reduced perceived barriers in implementing Green HRM practices.
8. The findings highlight that while organizations have initiated certain green practices, the implementation remains uneven and largely confined to low-cost, easily adoptable measures, rather than comprehensive sustainability integration.
9. The study further establishes that employee awareness plays a critical role in the successful implementation of Green HRM, acting as a key factor in reducing resistance and overcoming organizational challenges.

The results suggest that Green HRM in the studied context is at a developmental stage, characterized by moderate awareness, selective adoption of practices, and significant operational challenges.

DISCUSSION

The findings of the present study provide important insights into the awareness, implementation, and challenges of Green Human Resource Management (GHRM), and can be meaningfully interpreted in relation to existing literature.

The study reveals that employee awareness of GHRM practices is moderate, with a substantial proportion of respondents demonstrating only partial familiarity. This finding is consistent with **Sapna and Gupta (2021),** who identified lack of awareness as a critical barrier to effective implementation. While **Ahmad et al. (2023)** emphasized the role of employee commitment and knowledge sharing in enhancing environmental performance, the current results suggest that such mechanisms may be constrained in contexts where awareness itself is not sufficiently

developed. Thus, the present study extends prior research by empirically confirming that awareness remains a foundational prerequisite for successful GHRM execution.

The absence of a significant association between age and awareness ($p > 0.05$) indicates that knowledge of GHRM practices is uniformly distributed across demographic groups. This finding diverges from certain behavioral studies that associate environmental sensitivity with specific age cohorts. Instead, it supports the argument that organizational exposure and policy dissemination, rather than demographic characteristics, are more decisive in shaping awareness levels.

With regard to implementation, the study identifies that organizations predominantly adopt low-cost and easily implementable green practices, such as energy-efficient lighting and digital documentation. This observation aligns with **Coelho et al. (2024),** who reported that organizations tend to prioritize practices that offer immediate cost benefits and operational feasibility. However, the limited adoption of advanced initiatives such as renewable energy systems indicates a gap between policy intent and practical execution. This supports the findings of **Narwaie and Jogalekhar (2024),** who argued that while GHRM contributes positively to sustainability, its depth of implementation varies significantly across organizations.

The statistically significant variation in GHRM adoption across sectors ($p < 0.05$) further reinforces the role of organizational context. The higher level of implementation observed in private sector organizations corresponds with prior research suggesting that competitive pressures and reputational concerns drive sustainability initiatives more strongly in private enterprises. This is in line with **Ahmad et al. (2023),** who emphasized the importance of organizational support structures in enhancing environmental performance outcomes.

The analysis of challenges indicates that financial constraints and lack of awareness are the most critical barriers. This finding strongly corroborates Sapna and Gupta (2021), who similarly identified cost-related issues and employee resistance as major obstacles. Additionally, the difficulty in measuring outcomes reflects a structural limitation in evaluating the effectiveness of green initiatives, a concern also highlighted in Coelho et al. (2024). The present study contributes by ranking these challenges empirically, thereby offering a clearer prioritization of constraints.

A key contribution of the study lies in the identification of a moderate negative correlation between awareness and challenges ($r = –0.46$). This finding provides empirical support to the theoretical assertions of **Ahmad et al. (2023),** who emphasized the role of knowledge and commitment in facilitating environmental performance. It suggests that enhancing employee awareness can directly reduce perceived barriers, thereby improving the feasibility of GHRM implementation. This relational insight is often underexplored in prior studies, which tend to examine awareness and challenges in isolation.

Furthermore, the findings align with **Housheya and Atikbay (2025),** who highlighted the importance of organizational climate and enabling mechanisms in promoting green innovation.

However, the present study indicates that in the absence of adequate awareness and financial support, such advanced frameworks may not be effectively operationalized, particularly in developing contexts.

While previous studies have largely focused on strategic and technological dimensions of GHRM, the present research emphasizes the practical, employee-centric perspective, thereby addressing an important gap in the literature. It demonstrates that successful implementation of GHRM is contingent not only on policy formulation but also on awareness creation, resource allocation, and organizational commitment.

CONCLUSION

The present study examined the awareness, implementation, and challenges of Green Human Resource Management (GHRM) practices among working professionals, providing an integrated, employee-centric perspective within an urban organizational context. The findings indicate that while a moderate level of awareness regarding GHRM exists, it is not sufficiently comprehensive to ensure effective and consistent implementation. The absence of a significant association between demographic variables and awareness suggests that organizational initiatives, rather than individual characteristics, primarily influence the dissemination of green practices. The analysis further demonstrates that organizations tend to adopt selective and cost-effective GHRM measures, such as energy-efficient technologies and digital processes, while more resource-intensive initiatives remain underutilized. Significant variation across employment sectors highlights the influence of organizational structure and strategic priorities on sustainability adoption. Moreover, financial constraints and lack of awareness emerge as the most critical barriers, underscoring the need for both economic investment and capacity-building interventions. Importantly, the identified negative relationship between awareness and implementation challenges confirms that enhancing employee knowledge and engagement can substantially reduce barriers and improve the effectiveness of GHRM practices. The study concludes that GHRM in the examined context is at a developmental stage, characterized by partial adoption and structural limitations. Strengthening awareness, aligning organizational strategies, and addressing financial and operational constraints are essential to achieving comprehensive and sustainable integration of green HR practices.

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