



Original Article

Green HRM as a Strategic Tool for Enhancing Employee Engagement and Environmental Performance: A Secondary Data-Based Study

Dr. Nidhi Amit Medhekar

Assistant Professor, MBA Coordinator & IQAC Coordinator
Shree Shivaji Maratha Society's Institute of Management & Research, Pune

Manuscript ID:
RIGJAAR-2026-030703

ISSN: 2998-4459

Volume 3

Issue 7

Pp. 9-12

July 2026

Submitted: 10 June 2026

Revised: 20 June 2026

Accepted: 05 July 2026

Published: 31 July 2026

Correspondence Address:

Dr. Nidhi Amit Medhekar
Assistant Professor, MBA
Coordinator & IQAC Coordinator
Shree Shivaji Maratha Society's
Institute of Management &
Research, Pune
Email:
profnidhimedhekar@gmail.com

Quick Response Code:



Web: <https://rlgjaar.com>



DOI: 10.5281/zenodo.22143568

DOI Link:

<https://doi.org/10.5281/zenodo.22143568>



Creative Commons



Abstract

Today, in a world of limited resources and growing social sensitivity, environmental sustainability is a major concern in the strategies of organizations. For decades Human Resource Management (HRM) has been part of the administrative and operational efficiency arena but is gradually shifting towards becoming a sustainability-oriented strategic management tool. Green Human Resource Management (Green HRM) incorporates environmental management as a component of the HR policies and practices to encourage sustainable behaviour of the organization. This research paper is an examination of implementing Green HRM as a strategic approach in order to improve employee engagement and environmental performance through secondary data approach. Based on the theoretical constructs of Ability–Motivation–Opportunity (AMO), Resource Based View (RBV), and Social Exchange Theory (SET), the research analyzes and combines the results of previous research, published reports, and empirical studies to create a conceptual understanding of the influence of Green HRM on behavioral and environmental outcomes. The analysis has revealed that green recruitment, green training and development, green performance appraisal and green compensation systems have a positive correlation with employee engagement in the sense that they promote employee engagement which is aligned with the organizational values and environmental responsibility. In the end, engaged staff members exhibit pro-environmental behaviours, which lead to better environmental performance metrics, including energy efficiency, waste reduction and carbon footprint minimisation. The study identifies Green HRM as a strategic competence which helps to achieve competitive advantage and to fulfil sustainability objectives as well. The results underscore the significance of embedding sustainability within HRD and creating a sustainable organizational culture. This study enriches the sustainability and HRM literature with theoretical knowledge and empirical evidence and provides a holistic framework for organizations striving to link the human capital strategies with the environmental goals.

Keywords: Green Human Resource Management (Green HRM); Employee Engagement; Environmental Performance; Sustainability; Strategic HRM

Introduction

The increasing severity of climate change, environmental degradation, and resource depletion has compelled organizations worldwide to adopt sustainable practices. Environmental sustainability is no longer confined to corporate social responsibility initiatives but has become an integral component of strategic management. Governments, stakeholders, and consumers are demanding greater accountability and transparency in environmental performance. Human Resource Management (HRM) plays a critical role in shaping organizational behavior and culture. Employees are key drivers of sustainability initiatives, and their attitudes and behaviors significantly influence environmental outcomes. In this context, Green Human Resource Management (Green HRM) has emerged as a strategic approach that integrates environmental concerns into HR functions.

Green HRM involves embedding sustainability principles into recruitment, training, performance management, compensation, and employee involvement systems. By doing so, organizations can cultivate environmentally responsible behavior among employees and improve overall environmental performance. This study examines Green HRM as a strategic tool that enhances employee engagement and environmental performance through a comprehensive review of secondary data sources.

Creative Commons (CC BY-NC-SA 4.0)

This is an open access journal, and articles are distributed under the terms of the [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-nc-sa/4.0/) Public License, which allows others to remix, tweak, and build upon the work noncommercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.

How to cite this article:

Medhekar, N. A. (2026). Green HRM as a Strategic Tool for Enhancing Employee Engagement and Environmental Performance: A Secondary Data-Based Study. *Royal International Global Journal of Advance and Applied Research*, 3(7), 9–12. <https://doi.org/10.5281/zenodo.22143568>

Theoretical Foundations

1. Ability–Motivation–Opportunity (AMO) Theory

The AMO framework suggests that employee performance is a function of their abilities, motivation, and opportunities to participate. Green HRM practices enhance:

1. **Ability** through green training programs
2. **Motivation** through green rewards and recognition
3. **Opportunity** through employee participation in sustainability initiatives

By aligning HR practices with environmental goals, organizations create a supportive structure for sustainable behavior.

2. Resource-Based View (RBV)

The RBV posits that sustainable competitive advantage arises from valuable, rare, inimitable, and non-substitutable resources. Human capital embedded with environmental knowledge and commitment becomes a strategic resource. Green HRM helps develop unique sustainability competencies that competitors find difficult to replicate.

3. Social Exchange Theory (SET)

SET explains employee behavior as a response to perceived organizational support. When organizations demonstrate commitment to environmental sustainability, employees reciprocate with increased engagement and discretionary eco-friendly behaviors.

Concept of Green HRM

Green Human Resource Management (Green HRM) refers to the integration of environmental sustainability principles into human resource policies and practices to promote eco-friendly behavior and sustainable resource utilization within organizations. It aligns HR strategies with environmental management objectives to create a workforce that actively supports sustainability goals.

Green HRM is different from conventional HRM in the sense that it integrates the concept of environment with the HRM process, and is not only about productivity and efficiency of the organization. Designed to foster a green organisational culture and educate, engage and motivate employees to actively contribute to green organisational performance.

Green HRM is based on the premise that personnel can be a key contributor to sustainability. The creation of environmental knowledge, the encouragement of ecologic behavior and participation opportunities can lead to both economic and environmental performance.

Key components include:

Recruitment and selection that prioritizes environmental factors.

Environmental training and development – green training and development

Green performance management

Sustainable remuneration and prizes

The ability to demonstrate the business' commitment to sustainability through its employees.

Green HRM Practices and Employee Engagement

The role of Green Human Resource Management practices in influencing the Environmental attitudes, values and behaviors of employees is significant. Integrating sustainability into the core of HR activities will establish a psychological and structural climate that will encourage employees. Engagement in this sense goes beyond job involvement to an employee's commitment to the goals of sustainability within the organization.

1. Green Recruitment and Selection

Green recruitment and selection is the process of attracting and selecting candidates who can demonstrate an awareness of the environment, values for sustainability and ecological responsibility. More and more, organizations include sustainability statements in job postings, career sites and employer branding to make it clear they are committed to sustainability.

Recruitment of individuals who share the values of the organization is a way of improving person–organization fit. This alignment helps create emotional ties, satisfaction and commitment in the long term. Another advantage of being green-minded is that employees are more likely to feel good about their company, which boosts their engagement levels. Additionally, having applicants with prior knowledge of the environment lowers the resistance to sustainability efforts and promotes the establishment of a green organizational culture.

2. Green Training and Development

Green training and development initiatives focus on cultivating environmental know-how, skills and competencies for workers. They can feature courses in energy efficiency, waste management, carbon footprint reduction, sustainable supply chain management, and environmental regulations compliance. Education increases the effectiveness of employees in the sustainability programs. It helps employees feel like they have a purpose and responsibility when they know how their work is helping the environment. This feeling of being useful and contributing to the world greatly enhances psychological involvement. In addition to this, continuous development programs encourage innovation in green practices and enable employees to propose changes that can enhance processes and operations.

3. Green Performance Management

Green performance management is the incorporation of environmental criteria into the systems of performance management. Employers can consider employees' impact on sustainability goals, compliance with environmental policies, and their involvement in sustainability programs.

Incorporating environmental goals in appraisal systems is a sign of commitment to sustainability in the organization. This is seen as a fair and transparent process by employees, fostering greater trust and commitment. Furthermore, if sustainability performance is formalised in the evaluation process, green behaviours are more likely to be ingrained in the mind of an employee as part of their job. Structured accountability targets engagement by connecting personal performance to environmental outcomes.

4. Green Compensation and Rewards

Green compensation systems are designed to incentivize employees for showing environmentally responsible behaviours. Rewards can be monetary bonuses, recognition awards, public recognition, or advancement in one's career based on sustainability contributions.

Rewards encourage good behaviour and communicate the importance of being environmentally responsible. If staff feel that "green" activities are valued and rewarded, they are more likely to participate in green activities. Sustained engagement is affected by both intrinsic rewards (recognition, pride, sense of purpose) and extrinsic rewards (financial rewards). These systems are capable of developing a culture of caring for the environment in an organization over time.

5. Employee Engagement as a Mediator

Employee engagement is the psychological, intellectual, and physical commitment employees show to the organization's mission and objectives. From the sustainability perspective, engagement plays a key role as a linkage between Green HRM practices and real environmental results.

Engaged employees:

Be an active member in environment programs and green initiatives.

Show pro-environmental behaviours voluntarily, not required in the job.

Engage peers in eco-friendly action within teams.

However, the research findings indicate that the implementation of Green HRM is not necessarily associated with improved environmental performance. Instead, these practices promote engagement, leading to pro-ecological behaviour. As a mediator, engagement acts as a psychological link between HR policies and outcomes in the environment. But if there is no employee engagement, sustainability efforts can fall short of transforming and become symbolic or compliance-based.

6. Green HRM and Environmental Performance

Environmental performance is measurable results indicating how successfully an organisation is functioning in relation to its environmental impacts. Key indicators include:

The use of less energy

Efficiently reduce waste and promote recycling

Reduce GHGs

Sustainable resource utilization

Comprehensive Green HRM will show improvements in these indicators in organizations that implement it. Proper training, performance feedback and incentives are more likely to foster energy saving, paper saving, resource optimization and encourage green innovation efforts among employees.

Also, cost savings, operational efficiencies and increased stakeholder confidence are frequently the benefits of environmental performance improvements. When HR practices are linked with sustainability, it makes it possible for sustainability to be an embedded part of everyday operations instead of a separate initiative.

7. Strategic Implications

HRM for green should be incorporated into strategic management plans, instead of considering it as a standalone HR program. Senior leadership is key to ensuring sustainability is included in the vision and mission statements of the organization. Strategic integration requires:

Proper orientation of HR policies with the environment goals

Establishment of an organizational culture oriented towards sustainability

The presentation also features ongoing monitoring and assessment of environmental performance.

Green HRM has the following strategic advantages:

1. Improved corporate image and a strong employer brand.
2. Environmentally responsible recruitment and retention of people
3. Reduction in costs due to use of resources efficiently and minimising waste

Having an edge in markets where sustainability expectations are becoming increasingly important.

By positioning Green HRM as a core strategic capability, organizations can simultaneously achieve economic performance and environmental sustainability.

Discussion

The synthesis of secondary data gives the researcher good theoretical and empirical evidence that the positive relation exists between Green HRM practices, Employee engagement, and Environmental performance. Companies with integrated sustainability that systematically embed sustainability in HR activities foster a culture of sustainability that permeates the organizational structure.

The relationships are accounted for by the following theoretical models:

AMO Theory describes how green training improves ability, green incentives boost motivation, and participation programs provide an opportunity to sustainable behavior. Resource Based View (RBV) sees the employees who are skilled and engaged with the environment as a strategic asset that can create sustainable competitive advantage. Social Exchange Theory (SET) states that employees' return for their commitment to sustainability is greater engagement and pro-environmental actions. The synergic application of these theoretical approaches provides an overall understanding of how Green HRM can lead to measurable performance results from sustainability strategies. The conclusions highlight that environmental performance is not just a technical or operational challenge, but rather a human or behavioural challenge.

Conclusion

Green Human Resource Management (Green HRM) has become a steadily growing management activity from an outpost of sustainability to a central organizational competence, which starts to coordinate HRM processes with environmental goals. The present secondary data-based study found that embedding environmental concerns in the core HR processes, including recruitment, training and development, performance assessment and compensation, establishes a framework for encouraging pro-environmental behaviors in organizations.

The literature review reveals that the existing empirical and conceptual studies have shown that Green HRM practices positively and significantly improve employee engagement through providing employees with a sense of purpose, value alignment, and organizational commitment. This is because if there is a real commitment by the organization to sustainability, the employees respond with higher levels of emotional and cognitive engagement. This encounter is linked to voluntary environmental activities, innovation in sustainability and involvement in environmental initiatives.

Moreover, the results indicated that employee engagement is an important mediating mechanism between Green HRM and environmental performance outcomes. Incorporating sustainability into HR policies effectively can enhance employee morale, along with tangible environmental gains such as energy efficiency, waste reduction, and resource management.

Strategically, Green HRM helps in building valuable, rare and hard-to-imitate human capital that adds value in the long run for gaining a competitive edge. It improves corporate image, brand image of the employer and it helps to comply with environmental laws. Hence, it is essential for organizations to include Green HRM in their strategic planning programs as a whole and not as a standalone or symbolic action.

Finally, Green HRM is a holistic concept that connects a green strategy with the actions of employees, helping to achieve sustainable HR performance.

Limitations and Future Research Directions

A. Limitations of the Study

Secondary Data Dependency

1. The study is entirely based on previously published empirical studies, conceptual papers, and organizational reports.
2. Findings depend on the methodological rigor and contextual scope of existing literature.
3. Absence of primary data limits empirical validation within a specific organizational or regional context.

Cross-Sectional Nature of Reviewed Studies

1. Most studies analyzed were cross-sectional.
2. Limits the ability to establish causal relationships between Green HRM, employee engagement, and environmental performance.
3. Long-term sustainability impacts may not be fully captured.

Limited Contextual Generalizability

1. Variations in industry type, organizational size, and cultural environments may influence outcomes.
2. Regulatory frameworks differ across countries.
3. Findings may not be universally applicable across all economic or institutional settings.

Restricted Variable Scope

1. The study primarily focuses on Green HRM, employee engagement, and environmental performance.
2. Other influencing variables such as leadership style, innovation capability, or stakeholder pressure were not deeply examined.

B. Future Research Directions

1. Longitudinal Research Designs

1. Conduct long-term studies to examine causal and dynamic relationships.
2. Assess sustainability impact over extended periods.

2. Large-Scale Empirical Studies

1. Use diverse samples across industries and geographical regions.
2. Enhance generalizability and cross-cultural validation.

3. Exploration of Moderating and Mediating Variables

1. Investigate the role of leadership style, organizational culture, technological innovation, and regulatory pressure.
2. Examine additional behavioral mechanisms influencing sustainability outcomes.

4. Mixed-Method Research Approaches

1. Combine quantitative surveys with qualitative interviews or case studies.
2. Gain deeper insights into employee perceptions and implementation challenges.

5. Sector-Specific Studies

1. Focus on particular industries such as manufacturing, IT, healthcare, or energy.
2. Analyze sectoral variations in Green HRM effectiveness.

6. Emerging Economy Context Studies

1. Explore Green HRM practices in developing countries.
2. Examine institutional and cultural influences on sustainability implementation.

encouragement contributed to the successful completion of this research.

Financial support and sponsorship

Nil.

Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

References:

1. Dumont, J., Shen, J., & Deng, X. (2017). The relationship between Green HRM practices, psychological green climate and employees' workplace green behavior. *Human Resource Management*, 56(4), 613–627. <https://doi.org/10.1002/hrm.21792>
2. Jabbour, C. J. C., & Santos, F. C. A. (2008). The importance of HRM in the quest for sustainable organisations. *The International Journal of Human Resource Management*, 19(12), 2133–2154. <https://doi.org/10.1080/09585190802479389>
3. Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: A combination of two emerging agendas. *Journal of Cleaner Production*, 112, 1824–1833. <https://doi.org/10.1016/j.jclepro.2015.01.052>
4. Ren, S., Tang, G., & Jackson, S. E. (2018). A review and future directions of green human resource management research in emergence. *Asia Pacific Journal of Management*, 35(3), 769–803. <https://doi.org/10.1007/s10490-017-9532-1>
5. Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). Employee-level study of the effect of human resource management on environmental performance. *Journal of Business Ethics*, 121(3), 451–466. <https://doi.org/10.1007/s10551-013-1732-0>
6. Shen, J., Dumont, J., & Deng, X. (2018). How employees experience green HRM and non-green employee work outcomes. *Human Resource Management*, 57(2), 433–447. <https://doi.org/10.1002/hrm.21882>
7. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
8. Jackson, S. E., Ones, D. S., & Dilchert, S. (Eds.). (2012). *Human resource management for sustainability*. Jossey-Bass.
9. Storey, J. (2014). *New ideas about HRM*. Routledge.
10. United Nations. (2015). *The 2030 agenda for sustainable development*. <https://sdgs.un.org/2030agenda>.
11. The World Commission on Environment and Development (WCED) was established in the year 1987. (1987). *Our common future* (Brundtland Report). United Nations.
12. International Labour Organization. (2018). *World employment and social outlook 2018: Greening with jobs*. <https://www.ilo.org>.

Acknowledgment

The author expresses sincere gratitude to the management of Shree Shivaji Maratha Society's Institute of Management & Research, Pune, for providing the academic environment and institutional support necessary for carrying out this study. Special appreciation is extended to colleagues, researchers, and academicians whose valuable insights and