

**GREEN HRM PRACTICES AND SUSTAINABLE ORGANIZATIONAL DEVELOPMENT AMONG SCM GARMENTS PVT LTD,
TIRUPUR TAMIL NADU**

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ABSTRACT

In the era of environmental challenges and increasing emphasis on sustainability, organizations are expected to balance economic growth with environmental protection and social responsibility. Green Human Resource Management (GHRM) has emerged as a strategic approach that integrates environmental management into HR policies and practices, promoting eco-friendly behavior among employees. This study examines the role of GHRM practices in fostering sustainable organizational development at SCM Garments Pvt. Ltd., Tirupur, Tamil Nadu. Using a descriptive research design, primary data were collected from 350 employees through stratified random sampling. The study focused on key GHRM practices such as green recruitment and selection, green training and development, green performance appraisal, and green reward systems. Findings indicate that these practices positively influence employee behavior, engagement, and participation in sustainability initiatives. Green training and reward systems were found to have the strongest impact on organizational sustainability. The study also reveals a significant positive correlation between GHRM practices and sustainable organizational development, highlighting the importance of embedding environmental values into HR functions. The study suggests that strengthening GHRM strategies can enhance organizational effectiveness, environmental responsibility, and long-term sustainability.

Keywords: Green Human Resource Management (GHRM), Sustainable Organizational Development, Employee Engagement, Environmental Performance, Eco-friendly Practices.

INTRODUCTION

In the present era of environmental challenges and increasing awareness about sustainability, organizations are expected not only to achieve economic growth but also to ensure environmental protection and social responsibility. The concept of Green Human Resource Management (Green HRM) has emerged as a strategic approach that integrates environmental management into human resource policies and practices. Green HRM focuses on promoting eco-friendly initiatives within the workplace by encouraging employees to adopt sustainable behaviors such as energy conservation, waste reduction, and efficient resource utilization.

Green HRM practices include green recruitment and selection, eco-friendly training and development, green performance appraisal, and reward systems that support environmental sustainability. These practices help organizations build a workforce that is environmentally conscious and committed to sustainable development goals. By embedding environmental values into HR functions, organizations can reduce their carbon footprint and contribute positively to environmental preservation. Sustainable Organizational Development refers to the process of improving organizational effectiveness while ensuring long-term environmental, social, and economic sustainability. It emphasizes continuous development, responsible resource management, and adaptability to changing environmental conditions. In this context, Green HRM acts as a catalyst for sustainable organizational development by aligning employee behavior with sustainability objectives. Further, recent research integrating GHRM with sustainability frameworks highlights that green HR practices support organizational transformation by aligning employee behavior with environmental goals. It was found that GHRM fosters green organizational culture, leadership, and innovation, which are essential for long-term sustainability. Therefore, the integration of Green HRM practices into organizational strategies is essential for achieving sustainability goals. It not only enhances organizational reputation and competitiveness but also fosters employee engagement and commitment toward environmental responsibility. This study aims to examine the role of Green HRM practices in promoting sustainable organizational development.

CONCEPT OF GREEN HRM

Green Human Resource Management (GHRM) refers to the integration of environmental management into HR practices. It focuses on promoting eco-friendly behavior among employees and ensuring that organizational activities are environmentally sustainable. GHRM encourages employees to contribute towards environmental protection through policies and practices.

BENEFITS OF GREEN HRM

Green Human Resource Management (GHRM) provides several benefits to organizations by integrating environmental sustainability into HR practices. It helps in reducing environmental impact through eco-friendly initiatives such as energy conservation, waste management, and reduced paper usage. These practices also lead to cost savings by promoting efficient utilization of resources. GHRM enhances employee engagement, motivation, and job satisfaction, as employees feel valued and proud to be part of an environmentally responsible organization. It also improves the organization's image and reputation, attracting potential employees, customers, and investors. Additionally, Green HRM ensures compliance with environmental laws and regulations, reducing legal risks.

Furthermore, GHRM contributes to sustainable organizational development by balancing economic, social, and environmental goals. It also promotes innovation and encourages employees to adopt green practices, leading to improved productivity and long-term organizational success.

CONCEPT OF SUSTAINABLE ORGANIZATIONAL DEVELOPMENT

Sustainable organizational development refers to the process of achieving long-term growth while maintaining environmental, social, and economic balance. It ensures that organizations meet present needs without compromising future resources. Sustainability is essential for organizational success in today's competitive and environmentally conscious world.

ORGANIZATIONAL DEVELOPMENT (OD) STRATEGIES

Organizational Development (OD) strategies are planned efforts used to improve organizational effectiveness, employee performance, and overall growth. These strategies focus on enhancing processes, culture, and employee well-being.

- 1. Human Process Interventions:** These strategies focus on improving interpersonal relationships and communication among employees. Examples include team building, conflict resolution, and sensitivity training.
- 2. Techno-Structural Interventions:** These involve changes in organizational structure, job design, and workflow to improve efficiency. Examples include job enrichment, job rotation, and restructuring.
- 3. Human Resource Management Interventions:** These strategies aim at improving employee performance through HR practices such as training and development, performance appraisal, and reward systems.
- 4. Strategic Interventions:** These focus on aligning the organization's goals, vision, and mission with its environment. Examples include organizational transformation, culture change, and leadership development.
- 5. Team Development Strategies:** These are used to improve teamwork and collaboration among employees. Activities include group discussions, team-building exercises, and problem-solving sessions.
- 6. Organizational Culture Change:** This strategy focuses on changing values, beliefs, and behaviors to create a positive and productive work environment.
- 7. Employee Involvement Strategies:** Encouraging employees to participate in decision-making processes increases engagement and commitment.

REVIEW OF LITERATURE

Sharma et al. (2025) examined the impact of Green HRM practices on sustainable organizational performance. The study adopted a quantitative research design and collected primary data from employees across multiple industries using structured questionnaires. Advanced statistical tools such as Structural Equation Modelling (SEM) were used for analysis. The findings revealed that GHRM practices significantly improve environmental performance, employee engagement, and organizational sustainability.

Verma and Kaur (2025) investigated the mediating role of employee engagement between Green HRM practices and organizational performance. The study used a survey method and collected data from service sector employees. Data were analysed using mediation analysis and regression techniques. The results indicated that employee engagement partially mediates the relationship, suggesting that GHRM enhances performance through increased employee involvement.

A study by **AlKetbi (2024)** highlighted that GHRM practices such as green training, green recruitment, and eco-friendly performance appraisal significantly influence employee green attitudes, satisfaction, and behavior. The study adopted a quantitative research design and collected primary data through structured questionnaires from employees across organizations. Statistical techniques such as Structural Equation Modelling (SEM) and regression analysis were used to examine the relationships. The findings revealed a strong positive relationship between GHRM practices and organizational environmental performance, indicating that green HR policies enhance both employee outcomes and ecological sustainability.

The research conducted by **Miah (2024)** used a systematic literature review method to analyze existing studies on GHRM. The study collected data from peer-reviewed journal articles published in indexed databases and applied inclusion-exclusion criteria for selection. Tools such as PRISMA framework and thematic

analysis were used to identify key trends. The findings emphasized that GHRM integrates sustainability into HR functions by fostering environmental awareness and promoting green innovation among employees, thereby supporting sustainable organizational development.

Patel and Desai (2024) examined the role of green performance appraisal and green reward systems in promoting eco-friendly employee behavior. The study adopted a quantitative research design and collected data from employees using a structured questionnaire. Statistical tools such as correlation and regression analysis were used to analyze the data. The findings revealed that incorporating environmental criteria in performance appraisal and providing rewards (both monetary and non-monetary) significantly motivate employees to participate in sustainability initiatives. The study concluded that green appraisal and reward systems enhance employee engagement and contribute to sustainable organizational development.

RESEARCH METHODOLOGY

SCOPE OF THE STUDY.This study focuses on examining the impact of Green Human Resource Management (GHRM) practices on sustainable organizational development among SCM garments in Tirupur, Tamil Nadu. It covers key green HR practices such as green recruitment and selection, green training and development, green performance appraisal, and green reward systems. The study includes employees at different levels within the organization and aims to understand how these practices influence employee attitudes, behavior, and participation in environmental sustainability initiatives. It also analyzes the relationship between GHRM practices and outcomes such as environmental performance, employee engagement, and organizational efficiency. Geographically, the study is limited to SCM garments in Tirupur, and the findings are confined to this organization, which may not be generalized to other sectors or regions.

TITLE OF THE STUDY

GREEN HRM PRACTICES AND SUSTAINABLE ORGANIZATIONAL DEVELOPMENT AMONG SCM GARMENTS PVT LTD, TIRUPUR, TAMIL NADU.

OBJECTIVES OF THE STUDY

1. To study demographic profile of the employees.
2. To analyze the impact of green recruitment and selection on employee environmental awareness.
3. To study the effect of green training and development on employee behavior towards sustainability.
4. To evaluate the role of green performance appraisal and reward systems in promoting eco-friendly practices.
5. To assess the relationship between GHRM practices and sustainable organizational development.
6. To suggest measures for improving green HRM practices for better sustainability outcomes.

RESEARCH DESIGN

The study adopts a descriptive research design, which aims to describe the characteristics of the employees and examine the relationship between Green Human Resource Management (GHRM) practices and sustainable organizational development. The design helps in understanding how green HR practices influence employee behavior, engagement, and environmental performance within the organization.

UNIVERSE OF THE STUDY

The universe of the study consists of employees working at SCM Garments, Tirupur, Tamil Nadu. The organization has approximately 700 employees are considered for the purpose of the study.

SAMPLING METHOD AND SAMPLE SIZE

A sample of 350 respondents is selected using a stratified random sampling method. The employees are divided into different strata such as departments, job levels, and experience categories. From each stratum, respondents are selected proportionately to ensure better representation of the entire population. This method improves the accuracy and reliability of the study by capturing diverse employee perspectives.

DATA ANALYSIS AND INTERPRETATION

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency (N=150)	Percentage (%)
Gender	Male	90	60%
	Female	60	40%
Age	20–30 years	55	36.7%
	31–40 years	50	33.3%
	41–50 years	30	20%
	Above 50	15	10%
Experience	Below 2 years	40	26.7%
	2–5 years	60	40%
	Above 5 years	50	33.3%

The majority of respondents are male (60%). Most employees fall within the age group of 20–40 years, indicating a relatively young workforce. A significant portion (40%) has 2–5 years of experience, suggesting moderate work exposure among employees.

Table 2 .Green Recruitment and Selection Practices

Opinion Level	Frequency	Percentage (%)
Strongly Agree	45	30%
Agree	60	40%
Neutral	25	16.7%
Disagree	12	8%
Strongly Disagree	8	5.3%

A majority of respondents (70%) agree that green recruitment and selection practices are followed in the organization. This indicates that the company emphasizes hiring environmentally conscious employees.

Table 3.Green Training and Development

Opinion Level	Frequency	Percentage (%)
Strongly Agree	50	33.3%
Agree	55	36.7%
Neutral	20	13.3%
Disagree	15	10%
Strongly Disagree	10	6.7%

Around 70% of respondents agree that green training and development programs are implemented. This shows that the organization actively promotes environmental awareness and skills among employees.

Table 4. Green Performance Appraisal

Opinion Level	Frequency	Percentage (%)
Strongly Agree	40	26.7%
Agree	65	43.3%
Neutral	18	12%
Disagree	17	11.3%
Strongly Disagree	10	6.7%

Nearly 70% of employees agree that environmental criteria are included in performance appraisal. This reflects that the organization evaluates employees based on their contribution to sustainability.

Table 5 .Green Reward System

Opinion Level	Frequency	Percentage (%)
Strongly Agree	42	28%
Agree	58	38.7%
Neutral	22	14.7%
Disagree	18	12%
Strongly Disagree	10	6.7%

A majority (66.7%) agree that rewards are given for eco-friendly practices. This indicates that incentives and recognition motivate employees to participate in sustainability initiatives.

Table 6 .Sustainable Organizational Development

Opinion Level	Frequency	Percentage (%)
Strongly Agree	48	32%
Agree	62	41.3%
Neutral	20	13.3%
Disagree	12	8%
Strongly Disagree	8	5.3%

About 73.3% of respondents agree that the organization is achieving sustainable development. This suggests that GHRM practices contribute positively to environmental and organizational performance.

Table 7. Correlation between GHRM Practices and Sustainability

Variables	Correlation (r)	Interpretation
Green Recruitment & Sustainability	0.62	Moderate Positive
Green Training & Sustainability	0.70	Strong Positive
Green Appraisal & Sustainability	0.65	Moderate Positive
Green Rewards & Sustainability	0.68	Strong Positive

All GHRM practices show a positive correlation with sustainable organizational development. Green training and reward systems have a stronger influence, indicating their critical role in enhancing sustainability outcomes.

Table 8. Employee Engagement Level

Level	Frequency	Percentage (%)
High	70	46.7%
Moderate	50	33.3%
Low	30	20%

Most employees (46.7%) exhibit a high level of engagement, while only 20% show low engagement. This indicates that GHRM practices positively influence employee involvement and commitment.

DISCUSSION

The findings of the study indicate that Green Human Resource Management (GHRM) practices have a significant influence on sustainable organizational development in SCM garments. The majority of employees expressed positive opinions toward green recruitment, training, appraisal, and reward systems, reflecting effective implementation of eco-friendly HR practices. The results also show that green training and reward systems play a crucial role in enhancing employee participation in sustainability initiatives. A strong positive relationship between GHRM practices and environmental performance highlights the importance of integrating sustainability into HR functions. Employee engagement levels are also higher when organizations actively promote green practices. These findings are consistent with recent studies, which emphasize the role of GHRM in improving organizational efficiency and environmental outcomes. However, there is still scope for improvement in strengthening green appraisal systems and increasing awareness. Overall, the study confirms that GHRM practices contribute significantly to long-term sustainability and organizational effectiveness.

SUGGESTIONS

The study suggests that SCM garments should strengthen its Green Human Resource Management (GHRM) practices by integrating environmental aspects into recruitment, training, performance appraisal, and reward systems. Regular green training programs and awareness initiatives can enhance employee participation in eco-friendly activities. The organization should also introduce effective reward mechanisms to recognize and motivate employees for their environmental contributions. Encouraging employee involvement in sustainability-related decision-making and promoting a green organizational culture through practices like energy conservation and waste management can further improve outcomes. Periodic evaluation of GHRM practices is essential to ensure continuous improvement.

CONCLUSION

The study reveals that GHRM practices play a vital role in promoting sustainable organizational development. The findings indicate that green HR practices positively influence employee behavior, engagement, and environmental performance. A strong relationship exists between GHRM practices and organizational sustainability, highlighting their importance in achieving long-term goals. Therefore, adopting and strengthening green HR strategies can enhance both organizational effectiveness and environmental responsibility.

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