

# Assessing the Adoption Level of Green Human Resource Management Practices in Service-Sector Organizations

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**Abstract:** Green Human Resource Management (GHRM) has become an essential component of sustainable business practices in the modern organizational environment. The service sector, as one of the major contributors to economic growth and employment generation, is increasingly adopting environmentally responsible human resource practices to support sustainability initiatives. This study primarily aims to examine the level of adoption of Green Human Resource Management practices in the service sector and to understand how organizations integrate green policies into their human resource functions. The research focuses on major GHRM dimensions such as green recruitment and selection, green training and development, green performance appraisal, green employee involvement, and green reward management. The study is based on a descriptive research design using primary data collected from employees of selected service sector organizations through structured questionnaires. The findings reveal that the adoption of GHRM practices is gradually increasing in the service sector, particularly in areas related to employee awareness, paperless operations, energy conservation, and green training initiatives. However, the extent of implementation differs among organizations due to variations in organizational policies, management commitment, financial resources, and employee participation. The study concludes that the adoption of GHRM practices can significantly contribute to environmental sustainability, improved organizational image, and enhanced employee engagement in the service sector. The research further suggests that organizations should strengthen green HR policies and encourage active employee participation to ensure successful and long-term implementation of sustainable workplace practices.

**Keywords:** Green Human Resource Management (GHRM), Service Sector, Sustainability, Green Recruitment, Green Training and Development, Green Performance Appraisal, Employee Green Behaviour, Environmental Sustainability.

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## I. INTRODUCTION

In the present business environment, environmental sustainability has become one of the major concerns for organizations across the world. Rapid industrialization, increasing environmental degradation, climate change, and depletion of natural resources have encouraged organizations to adopt sustainable business practices. In this context, Green Human Resource Management (GHRM) has emerged as an important managerial approach that integrates environmental management with human resource policies and practices. GHRM refers to the implementation of eco-friendly human resource practices that promote sustainable use of resources, reduce environmental impact, and encourage employees to participate in environmental management initiatives within organizations.

The concept of GHRM includes various practices such as green recruitment and selection, green training and development, green performance appraisal, green compensation and rewards, and employee involvement in environmental activities. These practices help organizations create a green organizational culture while improving environmental performance and long-term sustainability. In recent years, organizations have increasingly recognized that employees play a vital role in achieving environmental goals and implementing sustainable workplace practices.

Green Recruitment and Selection (GRS) refers to the process of attracting, identifying, and selecting candidates who possess environmental awareness, eco-friendly values, and a commitment towards sustainability. Organizations adopting green recruitment practices emphasize paperless recruitment processes, online interviews, electronic

documentation, and environmentally responsible job descriptions. Green selection helps organizations recruit employees who are capable of supporting environmental goals and promoting sustainable workplace practices. In the service sector, GRS plays an important role in building a workforce that contributes positively towards organizational sustainability and green culture.

Green Training and Development (GTD) focuses on providing employees with knowledge, skills, and awareness related to environmental management and sustainable practices. Organizations conduct training programmes, workshops, seminars, and awareness campaigns to educate employees about energy conservation, waste management, resource utilization, and environmentally responsible behaviour. GTD helps employees understand the importance of sustainability and encourages active participation in green initiatives. Effective green training improves employee competencies and strengthens organizational commitment towards environmental protection and sustainable development.

Green Performance Management (GPM) refers to the integration of environmental objectives and sustainability goals into employee performance evaluation systems. Organizations assess employees based on their contribution towards green practices, energy-saving initiatives, waste reduction activities, and environmental responsibility. Green performance appraisal motivates employees to adopt eco-friendly behaviour and aligns individual performance with organizational sustainability objectives. In the service sector, GPM helps organizations monitor environmental performance while encouraging employees to actively support green workplace initiatives.

Green Compensation and Incentives (GCI) involve rewarding employees for their contribution towards environmental sustainability and green organizational practices. Organizations provide monetary and non-monetary rewards such as bonuses, recognition programmes, incentives, promotions, and appreciation for employees participating in green initiatives. GCI encourages employees to engage in environmentally responsible activities and strengthens their commitment towards sustainability goals. By linking rewards with environmental performance, organizations can create a culture of sustainability and motivate employees to adopt long-term green behaviour in the workplace.

The service sector is one of the fastest-growing sectors contributing significantly to economic development, employment generation, and organizational innovation. Service organizations such as banks, educational institutions, healthcare organizations, hospitality industries, and IT companies are gradually adopting environmentally responsible practices to improve operational efficiency and corporate image. Unlike manufacturing industries, the service sector mainly depends on human capital and organizational behaviour, making Human Resource Management an essential component for implementing sustainability initiatives successfully.

The adoption of GHRM practices in the service sector has gained importance due to increasing environmental awareness among employees, customers, and stakeholders. Organizations are introducing paperless operations, energy conservation measures, waste reduction techniques, and green employee engagement programmes to support environmental sustainability. However, the level of adoption of GHRM practices differs among organizations depending on factors such as organizational policies, management commitment, financial resources, technological support, and employee participation.

Although several studies have highlighted the importance of GHRM in manufacturing and industrial sectors, limited research has focused specifically on the level of adoption of GHRM practices in the service sector. Therefore, there is a need to examine how service organizations are implementing green HR practices and the extent to which employees are aware of and involved in such initiatives.

The present study aims to examine the level of adoption of Green Human Resource Management practices in the service sector. The study also focuses on identifying major green HR practices implemented by organizations and understanding their contribution towards environmental sustainability and employee engagement. By analysing employee perceptions and organizational practices, the study seeks to provide insights into the growing importance of GHRM in achieving sustainable organizational development in the service sector.

## II. REVIEW OF LITERATURE

The contemporary landscape of organizational management identifies Green Human Resource Management (GHRM) as a pivotal framework for bridging the gap between corporate strategy and environmental stewardship. The evolution of Green Human Resource Management (GHRM) and its role in fostering organizational sustainability has undergone a significant transformation from 2024 back to 2016, shifting from a focus on voluntary behavior to a strategic, institutionalized necessity driven by global crises and digital readiness. In the most recent scholarship, This contemporary view is expanded by Lin et al. (2024), who integrated sustainability with personal well-being in the United Kingdom to propose the concept of Green Work-Life Balance (GWLb); their findings demonstrate that when organizations promote green innovation alongside supportive cultures, they achieve higher corporate sustainability performance and superior employee retention. Similarly, Zihan and Makhbul (2024) addressed the institutionalization of these practices within Malaysian SMEs, identifying that perceived organizational and external readiness are the essential precursors for adoption, with Corporate Social Responsibility (CSR) acting as the critical mediator that embeds GHRM into the permanent organizational fabric. Transitioning to sector-specific impacts in 2023, Yadav (2023) provided a descriptive analytical assessment of Pune's automobile industry, highlighting that environmentally responsible HR

practices serve as a direct mechanism for reducing industrial pollution and enhancing environmental awareness among the workforce. Das and Dash (2023) examined the significance of GHRM practices in the higher education sector of Odisha, India, utilizing SmartPLS to validate that top management commitment and green training are the primary drivers of workforce sustainability and improved organizational outcomes.

The literature from 2022 reflects a global strategic pivot caused by external shocks; George et al. (2022) argued that the COVID-19 pandemic and the climate emergency functioned as radical accelerants, forcing businesses to move from traditional success metrics toward a model of social and environmental responsibility to ensure long-term resilience. This shift is mirrored in the SME sector of Saudi Arabia, where Salim et al. (2022) found that while implementation challenges persist, the synergy between GHRM, green innovation, and organizational environmental culture is what ultimately strengthens sustainability performance. Furthermore, Hmeedat and Albdareen (2022) emphasized the importance of embedding "green values" into the very identity of the firm, suggesting that recruitment and selection processes must prioritize environmental awareness to strengthen the link between CSR and sustainable performance. Grounding these practical applications in psychological theory, Yusliza et al. (2021) applied Social Exchange Theory to demonstrate that GHRM significantly boosts employee engagement, which in turn acts as a mediator for superior job performance and reduced turnover intention in the manufacturing sector.

As we look back to the foundational studies of the previous decade, the focus was primarily on individual behavioral responsiveness and psychological climates. Pham et al. (2019) utilized multi-group regression analysis in the hospitality sector to reveal that younger employees demonstrate a significantly higher responsiveness to green training and performance appraisals, actively seeking to align their personal environmental values with their professional lives. This theme of voluntary participation was explored in depth by Dumont et al. (2016), whose research established that GHRM practices foster a "psychological green climate" that encourages extra-role behaviors—actions where employees go above and beyond their formal duties to support the environment. Finally, studies by Venkatesh et al. in the financial sector of Kerala highlight the long-standing economic benefits of these practices, noting that stakeholder involvement and green HR policies contribute to significant reductions in operational costs and enhanced risk management. Collectively, this chronological body of research illustrates a clear trajectory: while early studies focused on the psychological willingness of the individual to "act green," the modern literature views GHRM as a comprehensive, multi-dimensional strategy that integrates work-life balance, digital readiness, and institutional resilience to meet the complex demands of a post-pandemic, climate-sensitive global economy.

### A. Research Gap

#### ➤ *The "Invisible Impact" Contextual Gap*

Current models are heavily biased toward manufacturing, leaving a gap in understanding how service-based firms perceive their environmental footprints. The Link: Low adoption stems from a "perceived irrelevance," where managers believe their "invisible" impact does not require formal HR intervention.

#### ➤ *Symbolic vs. Substantive Adoption Gap*

There is a research void regarding "Decoupling," where organizations announce green policies for branding but fail to implement them operationally. The Link: This links Actual Adoption Level to employee trust, as symbolic-only adoption leads to "Green Cynicism" and lower engagement.

#### ➤ *Lack of Service-Specific GHRM Metrics*

Most research uses generic metrics that do not translate to service environments, leading to an inability to accurately measure progress. The Link: This gap causes a Stagnation of Adoption, as managers lack the KPIs necessary to track and justify the ROI of green initiatives.

#### ➤ *Adoption Level and Green Intellectual Capital*

Little evidence exists on how the depth of adoption affects "Green Intellectual Capital"—the collective eco-knowledge and skills of the staff. The Link: Linking Higher Adoption Levels to human capital determines if deep integration produces more sustainable service innovations compared to surface-level efforts.

#### ➤ *Technological Readiness as a Predictor of Adoption*

GHRM adoption is increasingly dependent on "Digital Green Transformation," yet the link between tech-savviness and green efforts is rarely explored. The Link: This links Digital Maturity to the Adoption Level, suggesting that firms with low digital readiness naturally struggle to implement sophisticated green systems.

### B. Objectives of the study

- To assess the extent of adoption regarding Green Recruitment, Training, and Compensation practices within service-sector organizations.
- To investigate the organizational and contextual barriers hindering the full-scale implementation of GHRM in non-polluting service environments.

## III. RESEARCH METHODOLOGY

This study employs a descriptive and analytical research design via a quantitative approach to evaluate Green HRM adoption within the service sector. Primary data will be gathered from a sample of 100 HR professionals and managers across diverse sub-sectors, including Banking, IT, and Education. A purposive sampling technique will be utilized to select respondents with direct knowledge of corporate HR strategies. Data collection will be facilitated through a structured questionnaire featuring a five-point Likert scale to quantify the extent of adoption and the

impact of specific barriers. For data analysis, SPSS will be used to generate descriptive statistics (mean and standard deviation) to rank adoption levels. Instead of factor reduction techniques, the study will utilize Thematic Identification to categorize barriers into pre-defined

Organizational and Contextual Factors. Finally, the Relative Importance Index (RII) will be calculated to prioritize the most critical hurdles hindering full-scale GHRM implementation.

**IV. DATA ANALYSIS**

➤ *To Assess the Extent of Adoption Regarding Green Recruitment, Training, and Compensation Practices within Service-Sector Organizations.*

Table 1 Authors Compilation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
GRS	120	1	20	9.84	5.947
GTD	150	2	20	4.95	3.850
GCP	150	1	5	3.07	1.321
Overall GHRM	150	1.00	5.00	3.1245	.86885
Valid N (listwise)	120				

Source : SPSS

**V. DATA ANALYSIS AND INTERPRETATION**

The descriptive statistics table presents the analysis of Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Compensation Practices (GCP), and Overall Green Human Resource Management (GHRM) adoption among service-sector organizations. The analysis was conducted using descriptive statistical measures such as minimum value, maximum value, mean, and standard deviation through SPSS software. The results indicate that the mean score for Green Recruitment and Selection (GRS) was 9.84 with a standard deviation of 5.947. This suggests that organizations moderately adopt green recruitment practices, although the high standard deviation indicates noticeable variation in adoption levels among respondents. Some organizations actively integrate environmental criteria into recruitment processes, while others show limited implementation.

Green Training and Development (GTD) recorded a mean score of 4.95 and a standard deviation of 3.850. The findings imply that organizations are gradually incorporating environmental awareness and sustainability-oriented training programs for employees. However, the variability among responses shows that green training initiatives are not uniformly practiced across all organizations. The mean value for Green Compensation Practices (GCP) was 3.07 with a standard deviation of 1.321. Compared to other

GHRM dimensions, green compensation practices appear to be implemented at a comparatively moderate level. This indicates that reward systems linked to environmental performance and sustainability goals are still developing within many service-sector organizations.

The Overall GHRM adoption score recorded a mean value of 3.1245 with a standard deviation of 0.86885 on a five-point scale. This demonstrates that the overall implementation of Green Human Resource Management practices within the selected service-sector organizations is moderate. The relatively lower standard deviation indicates consistency in respondents’ opinions regarding the overall adoption level of GHRM practices. Overall, the findings reveal that service-sector organizations are increasingly recognizing the importance of Green HRM practices, particularly in recruitment and employee development. However, the implementation of green compensation and reward mechanisms remains comparatively limited. The results suggest the need for stronger organizational commitment, enhanced awareness, and structured sustainability policies to improve the effectiveness of Green HRM practices across the service sector.

➤ *To Investigate the Organizational and Contextual Barriers Hindering the Full-Scale Implementation of GHRM in Non-Polluting Service Environments.*

Table 2 Authors Compilation

Descriptive Statistics			
	Mean	Std. Deviation	Rank
Budget Constraint Barrier	3.13	1.273	1
Lack of Top Management Support	3.03	1.454	2
Technological Limitations Barrier	3.03	1.428	2
Lack of Awareness Barrier	3.01	1.419	4
Employee Resistance Barrier	2.94	1.425	5
Policy Gaps Barrier	2.82	1.341	6

Source : SPSS

The above table presents the descriptive statistical analysis of the organizational and contextual barriers affecting the implementation of Green Human Resource Management (GHRM) practices within service-sector organizations. The analysis was conducted using mean scores, standard deviation, and ranking techniques through SPSS software.

The findings indicate that Budget Constraints emerged as the most significant barrier hindering the implementation of GHRM practices, recording the highest mean score of 3.13 with a standard deviation of 1.273 and securing the first rank. This suggests that financial limitations and insufficient budget allocation act as major obstacles in adopting sustainable HR initiatives within organizations. Lack of Top Management Support and Technological Limitations both obtained a mean score of 3.03, receiving the second rank. The results imply that inadequate managerial commitment and insufficient technological infrastructure negatively affect the successful execution of Green HRM practices. The comparatively moderate standard deviation values indicate a reasonable level of consistency in respondents' opinions regarding these barriers.

Lack of Awareness recorded a mean score of 3.01 with a standard deviation of 1.419 and was ranked fourth. This finding indicates that employees and organizations possess only moderate awareness regarding environmental sustainability practices and Green HRM concepts, which restricts effective implementation. Employee Resistance obtained a mean score of 2.94 and secured the fifth rank. The findings reveal that resistance to organizational change and reluctance among employees toward adopting environmentally sustainable practices moderately influence Green HRM implementation. Policy Gaps recorded the lowest mean score of 2.82 with a standard deviation of 1.341 and was ranked sixth. This indicates that respondents perceived policy-related issues as comparatively less influential barriers in the implementation of Green HRM practices within service-sector organizations.

## VI. FINDINGS AND CONCLUSION

The study examined the extent of Green Human Resource Management (GHRM) adoption and the barriers affecting its implementation within service-sector organizations. The descriptive analysis revealed that Green Recruitment, Green Training and Development, and Green Compensation practices are being adopted at a moderate level across the selected organizations. Among these dimensions, organizations showed relatively greater emphasis on environmentally conscious recruitment and employee training initiatives, indicating increasing awareness regarding sustainable HR practices within the service sector.

The barrier analysis identified Budget Constraints as the most significant challenge affecting the implementation of GHRM practices, securing the highest mean score. This indicates that inadequate financial resources and limited budget allocation hinder organizations from fully adopting

green initiatives. Lack of Top Management Support and Technological Limitations were also identified as major barriers, suggesting that managerial commitment and technological readiness play a vital role in successful GHRM implementation. Additionally, Lack of Awareness and Employee Resistance moderately affected the adoption process, indicating that employees require greater environmental awareness and organizational encouragement to participate in sustainability practices. Policy Gaps emerged as the least influential barrier among the identified factors.

The study concludes that Green Human Resource Management practices are gradually gaining importance within service-sector organizations as businesses increasingly recognize the value of environmental sustainability. However, the adoption of GHRM practices remains moderate due to several organizational and contextual barriers. Financial limitations, inadequate managerial support, and technological challenges significantly restrict the effective implementation of green HR initiatives. Therefore, organizations should strengthen sustainability-oriented policies, allocate sufficient resources, and encourage leadership involvement to enhance Green HRM adoption. Furthermore, employee awareness programs, green training initiatives, and technological improvements can help organizations achieve long-term environmental sustainability and operational efficiency within the service sector.

## VII. SCOPE FOR FURTHER RESEARCH

### ➤ *Scope for Further Research*

The present study focused on the adoption of Green Human Resource Management (GHRM) practices and the barriers affecting its implementation within selected service-sector organizations. However, there remains significant scope for further research in this area. Future studies may expand the sample size and include a wider range of industries such as healthcare, tourism, retail, and telecommunications to obtain broader and more generalized findings regarding Green HRM adoption.

Further research can also adopt comparative studies between manufacturing and service sectors to identify sector-specific differences in the implementation of green HR practices. In addition, future researchers may examine the long-term impact of GHRM practices on employee productivity, organizational sustainability, environmental performance, and competitive advantage.

The present study primarily used descriptive statistical techniques; therefore, future studies may employ advanced analytical tools such as Structural Equation Modeling (SEM), regression analysis, or mediation and moderation analysis to explore causal relationships among variables. Researchers can also investigate the role of organizational culture, leadership style, artificial intelligence, and digital transformation in promoting Green HRM practices.

Moreover, qualitative research methods such as interviews and case studies can provide deeper insights into employee perceptions and managerial challenges related to sustainability initiatives. Future studies may also explore employee green behavior, green work-life balance, and the influence of government policies on Green HRM implementation. Such research would contribute to a more comprehensive understanding of sustainable human resource management practices and their role in achieving long-term organizational and environmental sustainability.

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