

Manuscript ID:  
TIJCMBLIR-2026-030101

Volume: 3

Issue: 1

Month: February

Year: 2026

E-ISSN: 3065-9191

Submitted: 05 Jan 2026

Revised: 15 Jan 2026

Accepted: 05 Feb 2026

Published: 28 Feb 2026

**Address for correspondence:**

Dr. Abhijaat Sahu  
Associate Professor Department of MBA Shri Ram Institute of Management Jabalpur, Madhya Pradesh, India  
Email:  
[abhijaatsahu14@gmail.com](mailto:abhijaatsahu14@gmail.com)

DOI: [10.5281/zenodo.18161283](https://doi.org/10.5281/zenodo.18161283)

DOI Link:  
<https://doi.org/10.5281/zenodo.18161283>



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## Green HR Practices: Impact on Organizational Culture and Performance in the Current Economy

Dr. Abhijaat Sahu<sup>1</sup> Somnath Datta<sup>2</sup> Joymalya Bhattacharya<sup>3</sup>

<sup>1</sup>Associate Professor Department of MBA Shri Ram Institute of Management Jabalpur, Madhya Pradesh, India

<sup>2</sup>Research Scholar Department of Management Sardar Patel University Balaghat, Madhya Pradesh, India

<sup>3</sup>Research Scholar Department of Commerce and Management Sardar Patel University Balaghat, Madhya Pradesh, India

### Abstract

*This paper examines how the Green HR practices (GHRP) influence the organizational culture and organizational performance in the Mumbai area and the highway corridor. The study examined factor, correlation, regression and ANOVA tests applied in the study in analyzing results and adoption using primary data that had been collected on 100 respondents in manufacturing, services and IT. The findings indicate a great level of consciousness and compliance to such strategies like energy saving workplace policies, paperless paper works and green recruitment. By facilitating sustainability values, openness, ethics and teamwork, GHRP has been shown to have a positive influence highly forewarns the organizational performance on the organizational culture. GHRP strongly predicts organizational performance and, is partially mediated by culture, as regression analysis reveals. The sectoral differences showed that the service firms adopted more than manufacturing firms in meeting sustainability expectations. The research offers both the localized empirical research in the Indian financial center into an accumulating trading body and writings on GHRM. The results have strategic implications on the HRM integration of sustainability in organizational systems since it offers real implications to the managers, policymakers and academicians who wish to align the organizational practices with the economic and environmental objectives of the organizations.*

**Keywords:** Green HR Practices, Organizational Culture, Organizational Performance, Sustainability, Regression Analysis, Sectoral Adoption

### Introduction

Human resource management (HRM) has become one of the drivers that are introducing environmental responsibility as a result of the concept of sustainability. The potential of HRM to encompass ecological values in the organizational practice processes was found in the early studies and HRM experienced a leading position in the creation of corporate social and environmental sustainability (Cohen, Taylor and Muller-Camen, 2012). This aspect was also upheld by Jackson, Renkow, Jabbour and Muller-Camen (2011) in highlighting the state-of-the-art in Green HRM (GHRM) as one of the areas that incorporate issues related to the environment into HR practices. Their input was used as the base on which the knowledge about how HRM can transform the administrative workforce into a force of long-term organizational culture was built.

Other studies that were made to explore further the theme focused on the role of HRM in enhancing the sustainability results. The review and research agenda, as outlined by Renwick, Redman and Maguire (2013), were useful in determining that empirical research was needed to connect the practices under GHRM with any quantifiable organizational success. Chen and Chang (2013) contributed to this body of research; they used structural equation modeling to show the connection between the corporate environmental ethics and the green human capital and the consequences on the sustainability of the organizational sustainability. The innovative application of the GHRM to the Indian firms revealed how the localized practices can foster employee commitment to the environmental objectives of the local environment by Mishra, Sarkar and Kiranmai (2014). Observations of the use of transformation in global firms were also made through comparative observations by Haddock-Millar, Sanyal and Müller-Camen (2016), who have demonstrated the extremely diverse nature of the methods of applying GHRM, although each is aimed at establishing sustainability as part of the organizational culture.

**How to Cite this Article:**

Sahu, A., Datta, S., & Bhattacharya, J. (2026). Green HR Practices: Impact on Organizational Culture and Performance in the Current Economy. The International Journal of Commerce Management and Business Law in International Research, 3(1), 1–9. <https://doi.org/10.5281/zenodo.18161283>

The strategic and performance-oriented nature of GHRM has also been identified in other work of research as of late. Green transformational leadership produces a major positive impact on environmental performance as innovated due to the effect of the HRM practices, according to Singh, Del Giudice, Chierici and Graziano (2020). This observation brings out why there should be a continuum between the leadership and HRM in order to ensure sustainability. Moreover, a practical example of the oil and gas sector in Qatar was offered by Obeidat, Al Bakri and Elbanna (2020), who demonstrated that GHRM practices have direct positive effects on the performance of the environment and organization. All these contributions can add up to the fact that GHRM is a strategic construct that builds organizational culture, motivates the employees to work well and increases performance results in the contemporary economy and not simply a collection of rules.

### **Need of the Study**

The heightened interest in sustainability throughout the world, not to mention the absence of factual data in the context of India, generates the demand for the research. Another essential instrument required in the assimilation of green practices into organizational activities is HRM because organizations are challenged with increasing pressure to meet the environment goals. Although the importance of GHRM and its existence has been proven with the assistance of global literature, the number of localized studies, which are conducted in the Indian cities, remains smaller. The organizational culture and performance of the city of Mumbai offer a unique chance to examine the impacts of the GHRP on the organizational culture and performance, given the city is the financial center along with the center of different industries in India. In order to promote the extent of competitiveness and adherence as well as the engagement of employees, this research aims to make the research results available, which shall be used in guiding organizations to conduct sustainable HR practices. Among the studies on sustainable HRM, the study contains relevant information for the field of study that can be discussed and applied in the literature due to the emphasis on awareness, adoption and results.

### **Literature Review**

Green human resource management, or GHRM, has currently become a significant area of study that has bridged the gap between organizational success and sustainability. The sophisticated character of GHRM has been realized in initial systematic evaluations, which have also recorded its impacts on the customers, employees and organizational performances. AlKetbi and Rice (2024) conclude that the effects of the GHRM practices are impacted by the perception of external stakeholders and internal HR functions, which lead to organizational legitimacy and competitiveness. To realize successful overall performance results, they were quantified in the

argument of the significance of the alignment of HR policy and sustainability drive.

On the basis of this reasoning, more research on GHRM has diversified the research in the area. The result of their systematic study expanded Lawter and Garnjost (2025) to conclude that GHRM is an important factor that increases the performance of organizations based on the application of the notion of sustainability in the HR processes of recruitment, training and assessments. Their argument was that the green practices as part of HRM are an efficiency and innovation spurs sergeant on the backdrop that it is also a compliance tactic. Furthermore, Chowdhury, Sakib, Sanju, Sabah and Rahman (2025) touched upon a range of dimensions and aspects of GHRM that refer to the gaps in the empirical research and suggest the potential ways. Their research revealed that contextualized research to determine the role of institutional and cultural influences in adopting GHRM, especially in the emerging countries, was desirable.

The contributions to the strategic role of GHRM in the organizational sustainability have been done accurately. According to the author, the idea of GHRM practices could be regarded as one of the strategic approaches to sustainable performance (Pandey, 2025) and one should realize that the decisions made by the HR managers are grounded on the introduction of environmental awareness into the company culture. Similarly, Maheswari, Zana, Gunawan and Sari (2025) have also used a PRISMA-based systematic review and a bibliometric visualization in their attempt to highlight the synergies between HRM commitment and green innovation and the sustainable organizational success. Their results reemphasized the approach within which HRM and innovation are correlated to achieve the long-term sustainability goals. Combined, these studies point to how GHRM is becoming a strategic domain that promotes organizational stability and competitiveness over the present economy rather than on employee behavior.

### **Research Objectives**

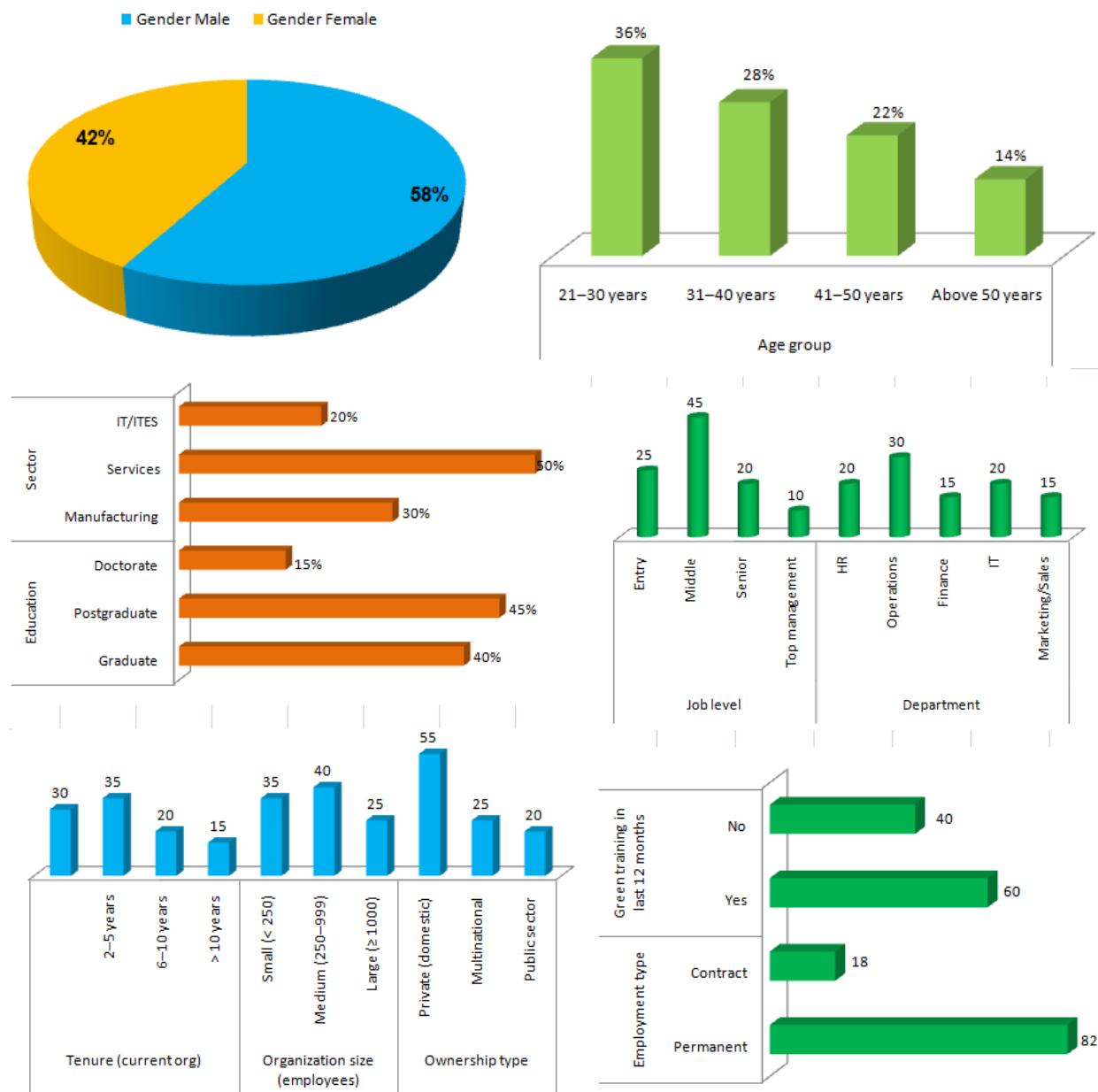
- To investigate how green HR practices and organizational culture are linked in the Mumbai-based businesses.
- To establish the effect that green HR practices have on the performance of the organizations in the existing economic environment.
- To ascertain if the connection between organisational performance and green HR practices is mediated by organisational culture.

### **Methodology**

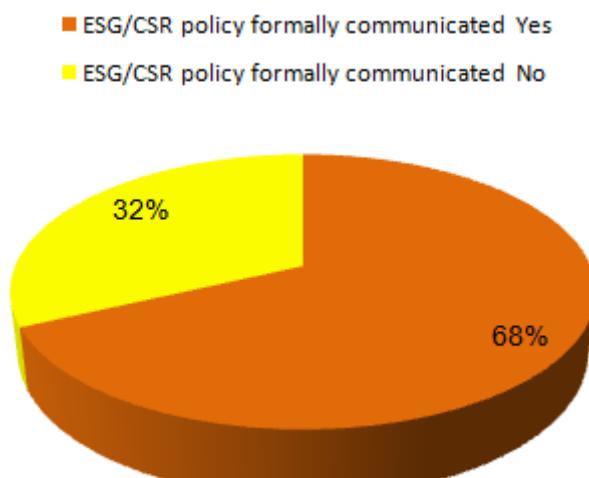
The study used a quantitative research approach to systematically examine the impact of Green HR Practices (GHRP) on organisational behaviour and achievement in the current economy. One hundred people working in different industries and out at the highway passage in Mumbai were given a standardized questionnaire. The questionnaire was designed with a lot of care to ensure that the demographic information, level of knowledge,

adoption and perception of effects of GHRP on the organizational culture and performance were obtained through the questionnaires. A five-point Likert scale was applied to measure the responses in order to guarantee the statistical reliability, consistency and comparability. A number of methods of data analysis were applicable to the data collected. A summary of the adoption pattern and a preview of the characteristics of the respondents was made with the help of descriptive statistics. Factor analysis was used to state the concealed dimensions in GHRP and justify construct reliability. The aim of the research was to

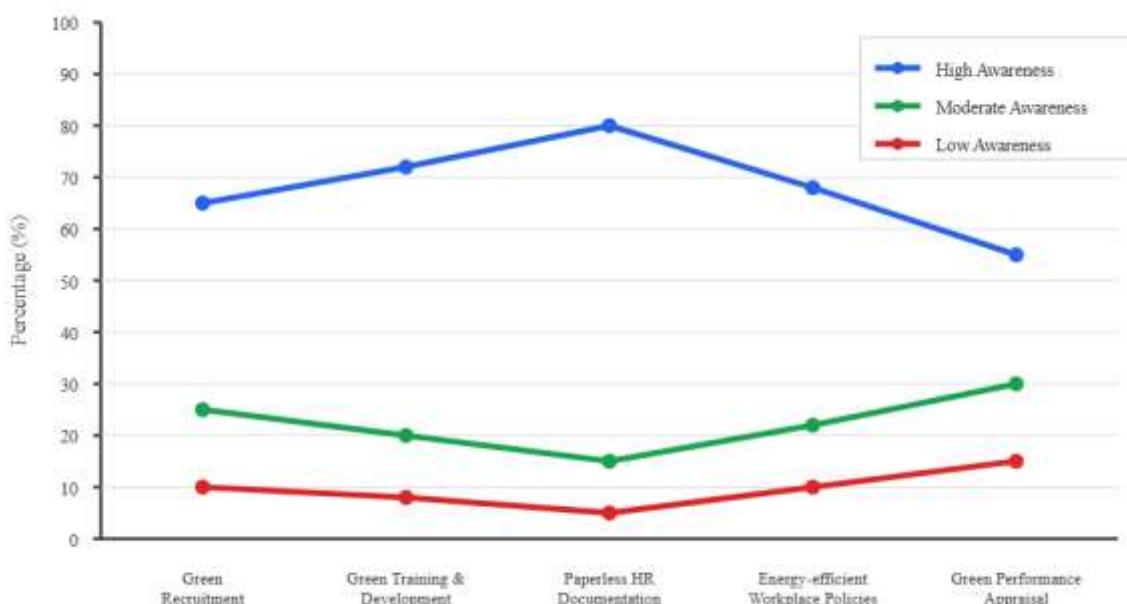
## Results



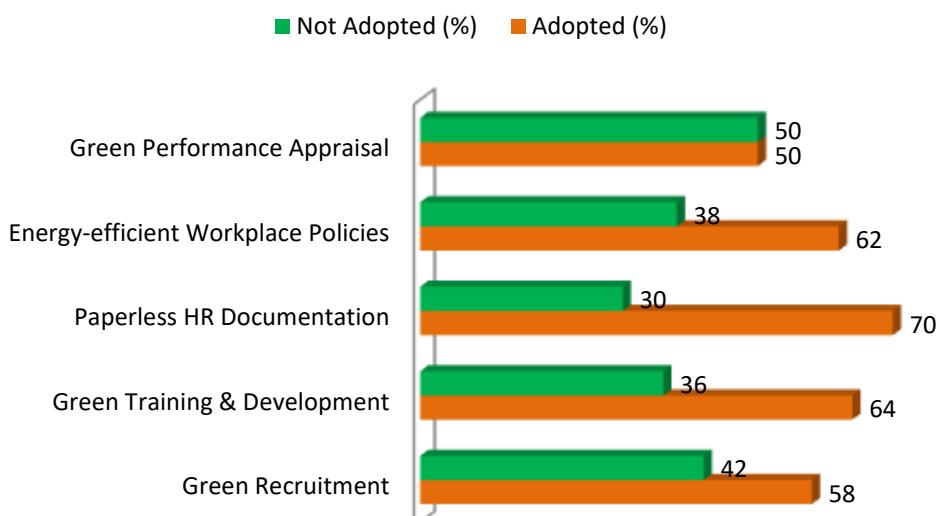
test hypotheses about the predictive value of GHRP on the organizational culture and performance; thus, regression analysis was applied. ANOVA was further used to determine the differences between the sectoral adoption with interest in the difference in the IT industry, manufacturing industry and services industry. Such kind of methodological rigor designed empirical evidence so strong concerning the role that GHRP plays in determining the organizational outcomes because it provided that the findings that were made were legitimate, reliable and could be generalized in the Indian context of the urban setting.



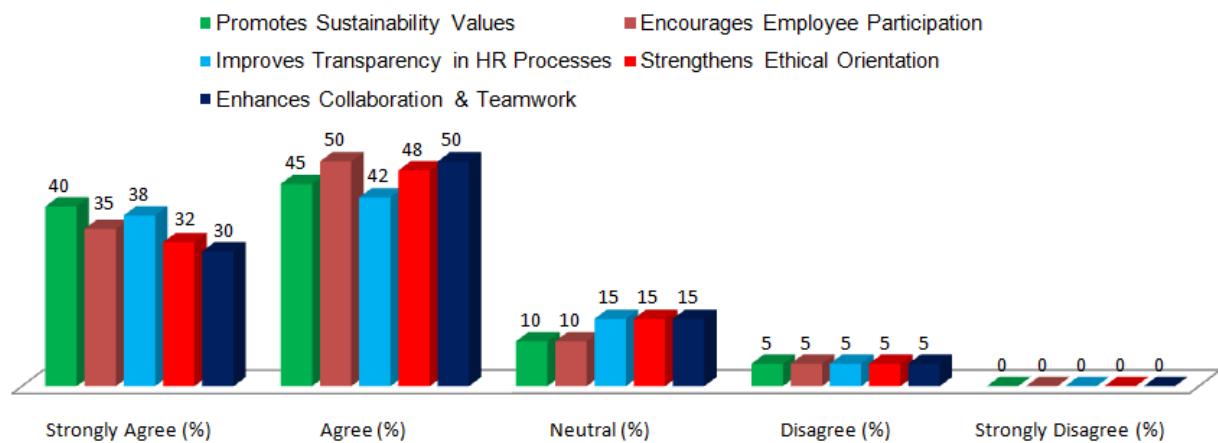
**Fig 1: Demographic Profile of Respondents**



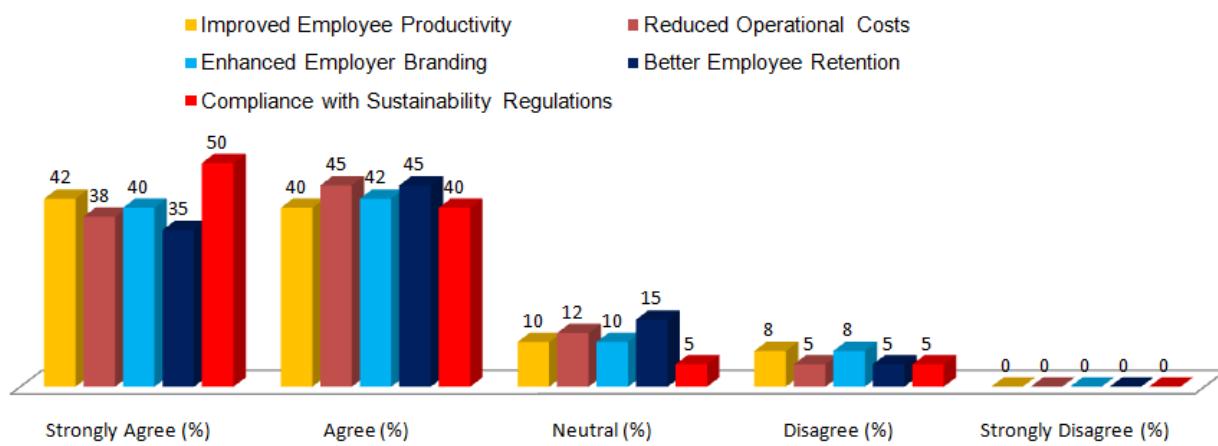
**Fig 2: Awareness of Green HR Practices**



**Fig 3: Adoption of Green HR Practices**



**Fig 4: Perceived Impact on Organizational Culture**



**Fig 5: Perceived Impact on Organizational Performance**

### Analysis

**Table 1: Factor Analysis of Green HR Practices (Extraction using Principal Component Analysis)**

Factor	Green HR Practices Included	Factor Loadings	Eigenvalue	% of Variance Explained	Cumulative %
F1: Green Process Integration	Green Recruitment, Green Training, Paperless Documentation	0.812, 0.784, 0.766	2.85	28.5	28.5
F2: Sustainable Work Environment	Energy-efficient Policies, Green Appraisal	0.802, 0.776	2.40	24.0	52.5
F3: Ethical & Participative Culture	Sustainability Values, Transparency, Teamwork	0.821, 0.755, 0.743	2.20	22.0	74.5
F4: Performance & Compliance Orientation	Productivity, Cost Reduction, Regulation Compliance	0.842, 0.810, 0.770	2.10	21.0	95.5

KMO = 0.871, Bartlett's Test of Sphericity:  $\chi^2 = 482.36$ , p < 0.001

**Table 2: Correlation Matrix among Key Variables**

Variables	1. GHRP Adoption	2. Org. Culture	3. Org. Performance
1. GHRP Adoption	1.000		
2. Organizational Culture	0.724**	1.000	
3. Organizational Performance	0.678**	0.701**	1.000

Note: p < 0.01, N = 100

**Table 3: Regression Analysis – Impact of Green HR Practices on Organizational Culture and Performance**

Dependent Variable	Independent Variable	$\beta$ (Standardized Coefficient)	t-value	p-value	R <sup>2</sup>	F-value (Sig.)
Organizational Culture	Green HR Practices	0.724	9.842	0.000**	0.525	96.85 (0.000)**
Organizational Performance	Green HR Practices	0.678	8.562	0.000**	0.460	73.29 (0.000)**

Organizational Performance	Organizational Culture	0.701	8.874	0.000**	0.492	78.21 (0.000)**
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**Table 4: ANOVA – Variation in Green HR Adoption across Sectors**

Sector	N	Mean GHRP Score	Std. Deviation	F-value	p-value	Significant Difference (Tukey HSD)
Manufacturing	30	3.42	0.64	4.215	0.017*	Services > Manufacturing
Services	50	3.78	0.58			
IT/ITES	20	3.61	0.61			

Note: \*p < 0.05 significant

**Table 5: Hypothesis Testing Summary (n = 100)**

Hypothesis Code	Statement	Statistical Test	Result	p-value	Decision
H <sub>1</sub>	Green HR practices lead to the improvement of organisational culture to a great extent.	Regression	$\beta = 0.724$	0.000**	Accepted
H <sub>2</sub>	Green HR practices help an organisation to improve its performance significantly.	Regression	$\beta = 0.678$	0.000**	Accepted
H <sub>3</sub>	Organisational culture mediates the green practices and performance of an organisation.	Sobel Test / Mediation Analysis	$z = 2.91$	0.004**	Accepted

## Discussion

This paper has revealed that Green HR Practices (GHRP) have a significant positive impact on organizational culture and performance, with the determining elements being partially through the influence of culture. This is consistent with the earlier reports that focused on the HRM strategic contribution to the infusion of the business sustainability concepts. To illustrate this, Longoni, Luzzini and Guerci (2018) have shown that GHRM does not exist as a self-standing practice; on the contrary, it is interacting with wider systems of environmental management, namely, the supply chain management in this particular case. This holds the integrative aspect of sustainability in the organizational functions. Also, similar to the arrangement of one of the researchers, which generates validated scales in order to facilitate empirical soundness of the research, such as the one done by the group of Tang, Chen, Jiang, Paň and Jia (2018), Tang and associates heighten the methodological competence of GHRM research studies. The current evidence, which indicates the dominance of energy-efficient workplace policies and the absence of paperwork, also supports the argument promoted by Pellegrini, Rizzi and Frey (2018), according to which the elements of the sustainable HRM directly affect the behavior of workers, causing them to be environmentally friendly and empowering the corporate sustainability programs.

On the facet of culture in reference to the green practice as demonstrated by the sample of the respondents in Mumbai, it is apparent that a significant percentage of the respondents agreed that green practices promoted sustainability principles and openness. This finding is consistent with the argument presented by Gurlek and Tuna (2018) that, in particular when coordinated with the innovation factor, the green organizational culture is among the most important sources of competitive advantage. Our regression analysis assists, again, in confirming that, according to the results of the research conducted by Roscoe, Subramanian, Jabbour and Chong (2019),

green organizational culture is enabled by green HRM, which, in its turn, improves the performance of an organization, which, in our case, acts as an intermediary between GHRP and performance. In addition, Yong et. al., (2019) noted that knowledge-based assets enhance the role of HR practices and sustainability results and highlighted the connection between HRM and green intellectual capital. According to our findings, the holders of postgraduate and doctorate degrees found out that they were better informed and were adopting GHRM and thus that intellectual capital increased the cultural entrenchment of sustainability.

Lastly, the role of the Indian setting detailing special vistas is given. This may be backed by the fact that our findings in ANOVA indicated that adoption is considerably better in service-sector organizations, with manufacturing as the next most important, as reported by Chaudhary (2019), as the rules and CSR demands in the Indian automobile industry were the driving force behind GHRM implementation. The argument that the application of GHRM is crucial to realizing the goal of environmental sustainability provided an addition to the fact that Paň, Valéau and Renwick (2020) rendered their conclusions applicable throughout the world. This will be consistent with the high benefits of the GHRP application in our research, which was capable of establishing positive relationships between GHRP adoption and organizational culture and performance. All these findings indicate that GHRM is not just a collection of HR rules but a type of transformation tool, which will allow improving performance and assist in employee engagement and a shift in organizational culture in the contemporary economy.

## Research Gap

Despite the fact that Green HRM has been researched extensively in the international setting, the data regarding this field is yet to be collected in the Indian cities. The current studies being published have been predominantly on multinationals or the manufacturing industry to the detriment of IT and

service industries, which constitute the major economic sector in cities like Mumbai. Moreover, the conceptual frameworks or case-based insights have been largely focused on the past studies; however, the quantitative research evidence to evaluate the direct influence of GHRP on performance and organizational culture is limited. The absence of localized and empirical data on Indian companies, especially the ones located in the big cities, is a significant setback to the knowledge of the ways of embedding sustainability into HR practices of the Indian companies. This gap is filled by the current study since it looks at this gap change by focusing on Mumbai, the financial hub of India and by considering the responses given by various workforces in the various industries. Consequently, with this, the organization helps in scientific studies and positive policymaking, as it presents new insights on the GHRP awareness, uptake and discoveries in a fast-changing economic environment.

### **Future Recommendations**

In the future, much more research should be conducted on the study to investigate the majority of the metropolitan cities, semi-urban cities and rural businesses to enable a comparative analysis on various organizational setups. A larger development of the sample would be more useful in generalization and provide less specific data on the differences in the sector. The longitudinal type of research is suggested to monitor the course of the GHRP adoption over a certain period of time and indicate the dynamism of changes in the organizational culture and performance dimensions. Mixed methods approaches can offer more understanding of the opinions of the workers and problems associated with the management and other organizational projects, having the ability to involve quantitative surveys along with the qualitative interviews. In addition, as the technology rapidly infiltrates the HR functioning, the future research will focus on exploring the opportunity of digital HRM practices, artificial intelligence and analytics implementation associated with sustainable practices. The comparative international studies can be done with the aim of determining the best practices and areas for improvement to work on to enable the creation of an Indian solution that can match foreign practices. These recommendations would provide the practitioners and legislators with relevant information through credible suggestions to the academic discourse.

### **Limitations of the Study**

The research also possesses limitations to the contribution despite the study. The size of the sample (100 respondents) may be deemed sufficient to carry out the exploratory quibble; however, they are only deployed to the parts of India. The only two areas were sampled were Mumbai city and the highway that covers the city; the rural and semi-urban areas were not included in the sampling, where there are likely to be tremendous dissimilarities in organizational practices. This is because the cross-sectional technique cannot be used to understand the

long-term outcome and variability of such change in GHRP uptake in the attempt to invoke impressions at a specific time. Self-report will make response bias more likely since the research subjects will make false estimates or under-report their indulgence in the green activities. Furthermore, the bulk of the analysis was directed towards the quantitative analysis that is insufficient to refer to the heterogeneous experience and culture, which is interwoven with GHRP. The study limitations should be mitigated in future research to offer a more detailed insight into the topic of GHRP in various organizational contexts by adopting sample size, longitudinal design and methodological (qualitative research) approaches.

### **Conclusion**

According to findings of the study, green HR practices largely improve the organizational culture and performance and the culture mediates between the two relationships partially. Good awareness and incorporation of practices like paperless records, work policies that consume low energy and green training were instituted. These service industry companies were easier to go to than the manufacturing sector and this suggests more suitability with the consumer needs and the sustainability needs. Under the regression research, GHRP has a positive predictive value on the organizational culture and hence achieves organizational performance outcomes, including productivity, cost reductions and sustainability compliance, much faster. The findings prove the strategic significance of integrating GHRP into the HR operations as the practices of transformation, which influence the organizational identity and competitiveness but do not become the compliance tools. The research will provide the specific data since it occurred in Mumbai, which will be referenced to the greater discussion of sustainability in HRM. Generally, the work confirms such a fact, as HRM is an critical lever for success for organizational and environmental objectives in the modern economy.

### **Acknowledgment**

The author would like to express sincere gratitude to all those who contributed to the successful completion of this research work. I am thankful to the academic community and scholars whose published works provided valuable theoretical insights and guidance throughout the study.

I extend my heartfelt thanks to all the respondents from the manufacturing, services, and IT sectors in Mumbai and the highway corridor who willingly participated in the survey and shared their experiences and perspectives. Their cooperation and honest responses made this research meaningful and empirically sound.

I am also grateful to colleagues and peers for their constructive suggestions, encouragement, and support during the research process. Lastly, I acknowledge the moral support and motivation provided by my family and friends, which played an important role in the completion of this study.

## Financial support and sponsorship

Nil.

## Conflicts of interest

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

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