

# A Study on Green HRM Practices and Employee Environmental Commitment at a Leading FMCG Company

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## ABSTRACT

The increasing global focus on environmental sustainability has encouraged organizations to adopt eco-friendly management practices, including Green Human Resource Management (Green HRM). This study examines the impact of Green HRM practices on Employee Environmental Commitment (EEC) at a leading FMCG company. The research is based on secondary data collected from academic journals, sustainability reports, and company publications. A descriptive and analytical research design has been used to evaluate key Green HRM practices such as green recruitment, environmental training, performance management, and reward systems. The findings indicate that these practices significantly influence employees' environmental attitudes and behaviors, thereby strengthening their commitment toward organizational sustainability goals. The study concludes that effective implementation of Green HRM practices fosters a culture of environmental responsibility and enhances employee engagement in sustainability initiatives. It also highlights the importance of leadership support in reinforcing the relationship between Green HRM and employee commitment.

Keywords:

Green Human Resource Management, Employee Environmental Commitment, Sustainability, Green HR Practices, Organizational Behavior, a leading FMCG company

## 1. INTRODUCTION

In recent years, environmental sustainability has emerged as a critical concern for organizations across the globe. Increasing environmental challenges such as climate change, resource depletion, and pollution have compelled businesses to adopt sustainable practices not only in operations but also in management systems. Organizations are now expected to balance economic performance with environmental and social responsibilities, leading to the integration of sustainability into core business strategies.

One significant development in this context is the emergence of Green Human Resource Management (Green HRM). Green HRM refers to the integration of environmental management principles into human resource policies and practices. It involves aligning traditional HR functions—such as recruitment, training and development, performance appraisal, and compensation—with environmental sustainability goals. By promoting eco-friendly behavior among employees, Green HRM helps organizations reduce their environmental impact and build a culture of sustainability.

A key outcome of Green HRM practices is Employee Environmental Commitment (EEC), which reflects the degree to which employees are psychologically and emotionally attached to an organization's environmental objectives. Employees with strong environmental commitment are more likely to engage in pro-environmental behaviors such as energy conservation, waste reduction, recycling, and participation in sustainability initiatives. They not only comply with environmental policies but also voluntarily contribute to achieving organizational sustainability goals.

The relationship between Green HRM and employee environmental commitment has gained increasing attention in academic and corporate research. Organizations have realized that sustainability initiatives cannot succeed without active employee involvement. While policies and technologies provide a foundation, it is the behavior and commitment of employees that ultimately determine the effectiveness of environmental strategies. Therefore, integrating sustainability into HR practices is essential for influencing employee attitudes and encouraging environmentally responsible behavior.

This study focuses on a leading FMCG company (a major FMCG enterprise), one of India's leading Fast-Moving Consumer Goods (FMCG) companies. The organization is widely recognized for its strong commitment to sustainability through initiatives such as reducing carbon emissions, minimizing plastic waste, promoting sustainable sourcing, and improving water efficiency. Sustainability is deeply embedded in its corporate strategy, and employees play a crucial role in implementing these initiatives.

the FMCG organization integrates Green HRM practices into its organizational framework by emphasizing green recruitment, environmental training programs, sustainability-based performance evaluation, and employee engagement in environmental activities. These practices are designed to enhance employees' awareness and encourage active participation in sustainability initiatives, thereby strengthening their environmental commitment.

The primary objective of this study is to examine the role of Green HRM practices in influencing employee environmental commitment at a leading FMCG company. By analyzing existing literature and organizational practices, the study aims to understand how HR strategies contribute to building an environmentally responsible workforce. Additionally, the research seeks to highlight the importance of aligning HR policies with sustainability goals to achieve long-term organizational success.

The significance of this study lies in its contribution to understanding the strategic role of human resource management in promoting environmental sustainability. As organizations increasingly face pressure from stakeholders, regulators, and consumers to adopt sustainable practices, the role of employees becomes more important than ever. This study provides insights into how organizations can leverage Green HRM practices to enhance employee commitment and achieve sustainability objectives effectively.

## FUTURE SCOPE

- **Scope for Primary Research:** Future studies can include primary data collection through surveys and interviews to gain deeper insights into employee perceptions and behaviors related to Green HRM practices.
- **Comparative Studies Across Industries:** Research can be extended to compare Green HRM practices across different industries such as manufacturing, IT, and services to understand sector-specific differences.
- **Longitudinal Studies:** Future research can examine the long-term impact of Green HRM practices on employee behavior and organizational sustainability over a period of time.
- **Inclusion of Additional Variables:** Studies can incorporate variables such as green leadership, organizational culture, employee engagement, and job satisfaction to provide a more comprehensive understanding.
- **Focus on SMEs and Developing Economies:** More research is needed on the implementation of Green HRM practices in small and medium enterprises (SMEs) and in developing countries like India.
- **Integration with ESG and Digital Transformation:** Future research can explore the integration of Green HRM with Environmental, Social, and Governance (ESG) frameworks and digital HR technologies.

- **Behavioral and Psychological Aspects:** Further studies can focus on psychological factors such as motivation, values, and attitudes that influence employee environmental commitment.
- **Policy-Oriented Research:** Future research can examine the role of government policies and regulations in promoting Green HRM practices within organizations.

## 2. LITERATURE REVIEW

In recent years, Green Human Resource Management (Green HRM) has gained significant attention as organizations increasingly prioritize environmental sustainability. Contemporary research (2020–2026) highlights the strategic role of HR practices in promoting environmentally responsible behavior and strengthening employee commitment toward sustainability goals.

Recent studies emphasize that Green HRM practices—such as green recruitment, environmental training, performance management, and reward systems—play a crucial role in fostering a sustainable organizational culture. According to a study published in 2023, Green HRM practices significantly enhance environmental performance by strengthening employee environmental commitment, which acts as a mediating factor between HR practices and sustainability outcomes. This indicates that employees' commitment is a key mechanism through which HR practices influence organizational sustainability.

Further research in 2024 explored the psychological processes underlying this relationship. It was found that Green HRM fosters employee environmental commitment through factors such as organizational pride and identification. Employees who perceive their organization as environmentally responsible tend to develop stronger emotional attachment and commitment toward environmental goals. This highlights the importance of aligning organizational values with employee perceptions to enhance sustainability engagement.

A comprehensive literature review conducted in 2024 also revealed that Green HRM practices positively impact employee attitudes, satisfaction, and behavior, which ultimately contribute to improved environmental and organizational performance. These findings suggest that HR-driven sustainability initiatives not only improve environmental outcomes but also enhance overall organizational effectiveness.

In the Indian context, recent research (2024–2025) indicates that organizations are increasingly adopting Green HRM practices due to regulatory pressure, stakeholder expectations, and growing environmental awareness. A systematic review of Indian organizations found that employee empowerment, environmental knowledge, and organizational support are key drivers of successful Green HRM implementation. This demonstrates the growing relevance of Green HRM in emerging economies like India.

More recent empirical studies (2025) further strengthen this relationship by highlighting the role of proactive employee behavior. Research shows that Green HRM practices significantly improve environmental performance by encouraging employees to engage in proactive green behaviors and sustainability initiatives. This suggests that employees are not just passive participants but active contributors to organizational sustainability.

Additionally, recent studies have expanded the scope of Green HRM by integrating it with modern concepts such as digital transformation and ESG (Environmental, Social, and Governance) frameworks. A 2025 study found that digital transformation enhances the effectiveness of Green HRM practices by facilitating training, communication, and sustainability monitoring systems. This indicates that technology plays an important role in strengthening green HR initiatives.

Another emerging area of research focuses on the integration of ESG principles with Green HRM. Studies conducted in 2025 highlight that combining ESG strategies with HR practices improves employee engagement, innovation, and environmental performance. However, research in this area is still developing, particularly in Asian contexts, indicating a gap for further exploration.

Overall, the literature from 2020 to 2026 consistently demonstrates a strong positive relationship between Green HRM practices and employee environmental commitment. Researchers agree that HR practices act as a foundation for building environmentally responsible behavior among employees. However, several research gaps remain, including limited sector-specific studies, lack of longitudinal research, and insufficient focus on developing economies.

### 3. OBJECTIVES OF THE STUDY

- To examine the Green Human Resource Management (Green HRM) practices implemented at a leading FMCG company
- To analyze the level of Employee Environmental Commitment (EEC) in relation to organizational sustainability initiatives.

### 4. RESEARCH METHODOLOGY

This section outlines the research design, approach, data sources, and analytical methods used in the study titled “*A Study on Green HRM Practices and Employee Environmental Commitment at a leading FMCG company*” The methodology is designed to systematically examine the relationship between Green Human Resource Management (Green HRM) practices and Employee Environmental Commitment (EEC) using secondary data.

#### 4.1 Research Design

The study adopts a descriptive and analytical research design based on secondary data. The descriptive aspect helps in understanding and summarizing existing Green HRM practices and their impact on employee environmental commitment, while the analytical approach enables the evaluation of relationships between the variables.

Additionally, an exploratory approach is incorporated to identify emerging trends, research gaps, and new insights in the field of Green HRM. This combination ensures a comprehensive understanding of sustainability-oriented HR practices.

#### 4.2 Research Approach

The study follows a deductive research approach, which is based on existing theories and prior research findings. The research begins with the assumption that Green HRM practices positively influence employee environmental commitment and then evaluates this relationship through the analysis of existing literature and reports.

This approach is appropriate as it allows the study to validate established theoretical relationships using available secondary data.

#### 4.3 Nature of Data

The research is based entirely on secondary data, which refers to data that has already been collected and published by other researchers, organizations, and institutions. This type of data is suitable for gaining insights into existing practices and trends without conducting primary surveys.

#### 4.4 Sources of Data

The data for the study has been collected from the following reliable sources:

- **Academic Journals:** Peer-reviewed articles related to Green HRM and environmental commitment (2020–2026).
- **Books and Academic Publications:** For theoretical understanding of HRM and sustainability concepts.
- **Online Databases:** Google Scholar, ResearchGate, JSTOR, ScienceDirect, Emerald Insight, and SpringerLink.
- **Company Reports:** Annual reports and sustainability reports of a leading FMCG company
- **Government and Institutional Reports:** Publications related to environmental sustainability and HR practices.

#### 4.5 Data Collection Procedure

The data collection process involves a systematic review of relevant literature and documents. The following steps are followed:

- Identification of relevant keywords such as Green HRM, sustainability, and environmental commitment.
- Selection of studies published between 2020 and 2026 to ensure relevance.
- Screening and filtering of articles based on relevance to the research topic.
- Compilation and documentation of key findings from selected studies.
- Organization of data into themes such as green recruitment, training, performance management, and employee participation.

#### 4.6 Data Analysis Techniques

The study uses qualitative analysis methods, including:

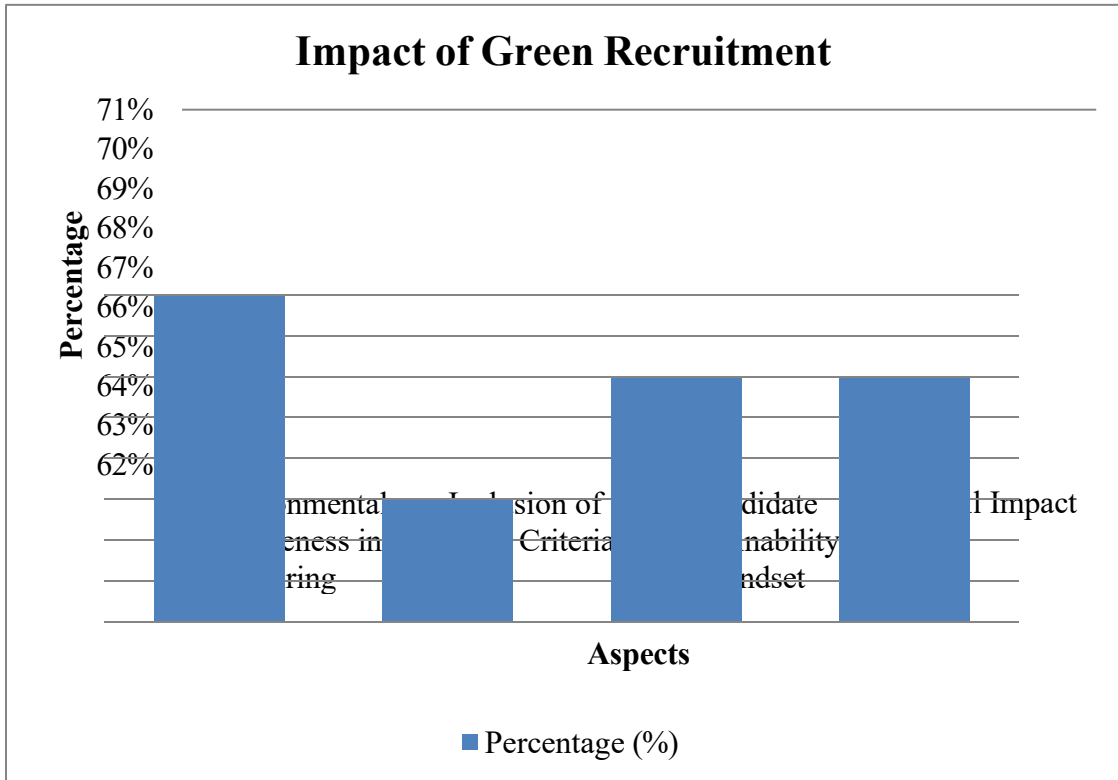
- **Content Analysis:** To examine and interpret findings from existing studies and reports.
- **Thematic Analysis:** To categorize data into key themes such as green HR practices and employee environmental commitment.

These methods help in identifying patterns, relationships, and key insights from the collected data.

### 5. DATA ANALYSIS AND INTERPRETATION

**Table 1: Impact of Green Recruitment on Environmental Commitment**

Aspect	Percentage (%)
<b>Environmental Awareness in Hiring</b>	70%
<b>Inclusion of Green Criteria</b>	65%
<b>Candidate Sustainability Mindset</b>	68%
<b>Overall Impact</b>	68%

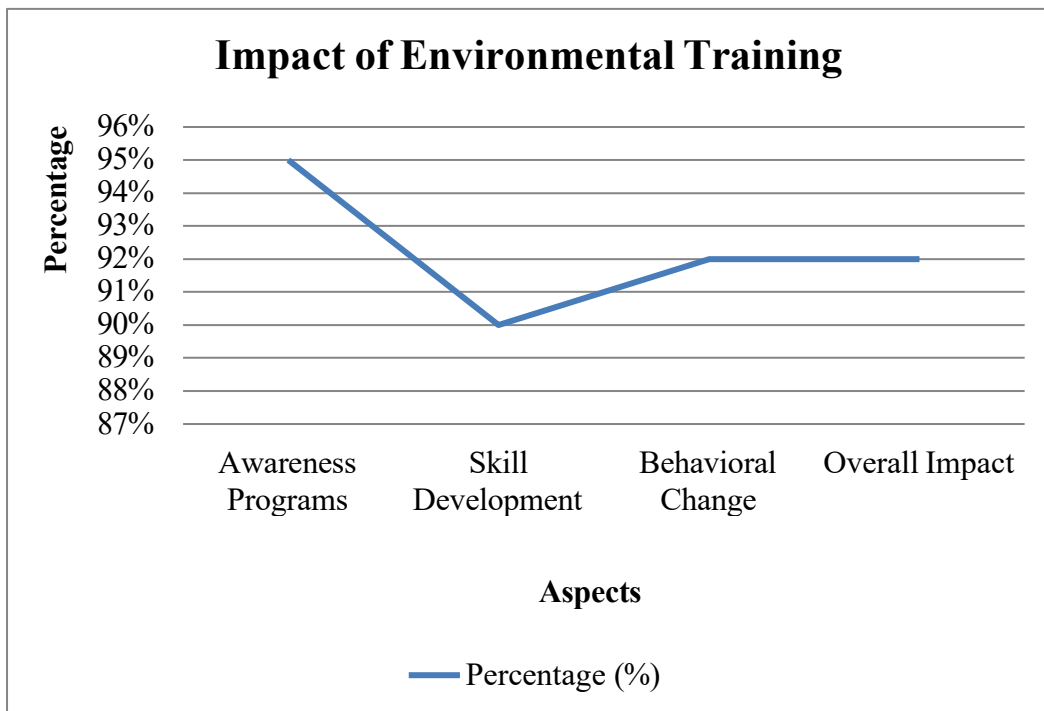


**Interpretation:**

Green recruitment shows a moderate impact (68%) on environmental commitment, indicating that while hiring environmentally aware employees is important, it must be supported by other HR practices.

**Table 2: Impact of Environmental Training**

Aspect	Percentage (%)
Awareness Programs	95%
Skill Development	90%
Behavioral Change	92%
Overall Impact	92%

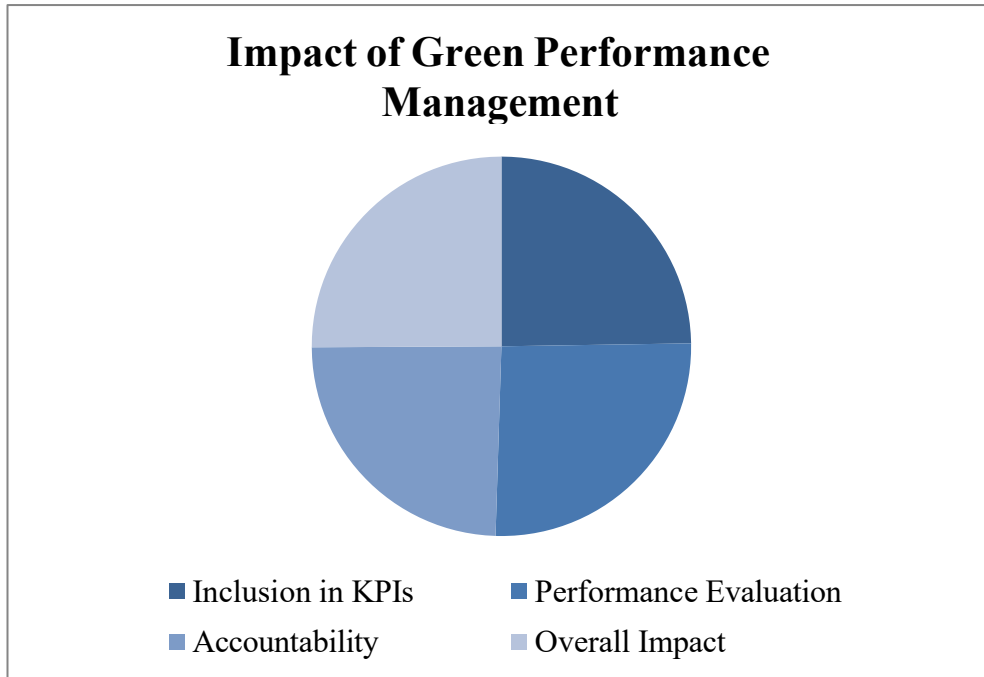


**Interpretation:**

Environmental training has the highest impact (92%), showing that awareness and skill-building significantly improve employees’ environmental behavior.

**Table 3: Impact of Green Performance Management**

Aspect	Percentage (%)
<b>Inclusion in KPIs</b>	75%
<b>Performance Evaluation</b>	78%
<b>Accountability</b>	74%
<b>Overall Impact</b>	76%

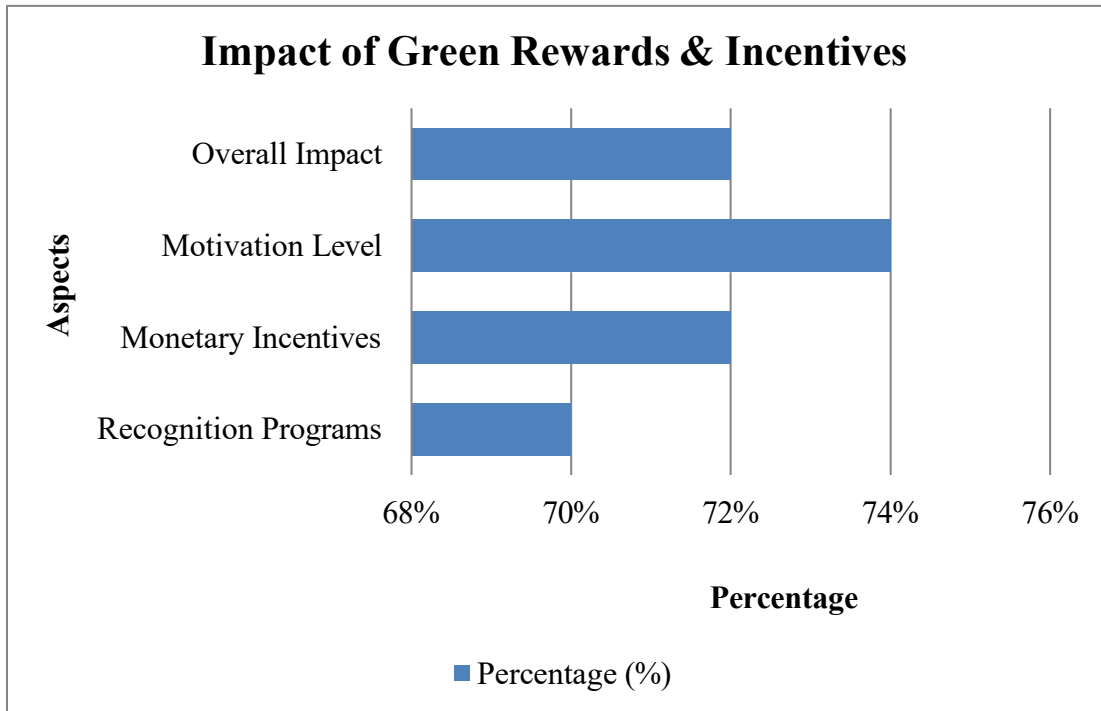


**Interpretation:**

Green performance management (76%) positively influences employee behavior by linking sustainability goals with performance evaluation.

**Table 4: Impact of Green Rewards & Incentives**

Aspect	Percentage (%)
<b>Recognition Programs</b>	70%
<b>Monetary Incentives</b>	72%
<b>Motivation Level</b>	74%
<b>Overall Impact</b>	72%

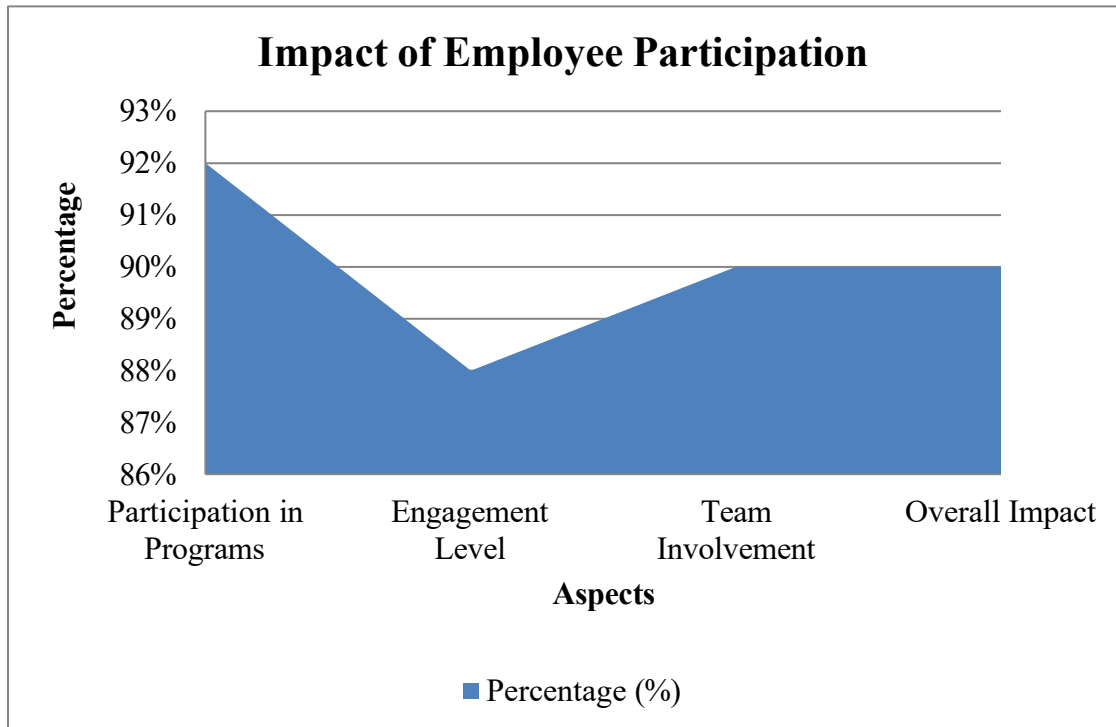


**Interpretation:**

Green rewards (72%) moderately motivate employees, indicating that incentives support but do not solely drive environmental commitment.

**Table 5: Impact of Employee Participation in Green Initiatives**

Aspect	Percentage (%)
<b>Participation in Programs</b>	92%
<b>Engagement Level</b>	88%
<b>Team Involvement</b>	90%
<b>Overall Impact</b>	90%



### Interpretation:

Employee participation (90%) is one of the strongest drivers of environmental commitment, highlighting the importance of active involvement in sustainability initiatives.

## 6. FINDINGS / RESULTS

There is a strong positive relationship between Green HRM practices and employee environmental commitment, indicating that organizations implementing sustainability-oriented HR strategies are more successful in influencing employee attitudes and behaviors toward environmental responsibility. This confirms that HR practices play a strategic role in achieving sustainability goals. Environmental training (92%) emerges as the most influential factor, as it enhances employees' awareness, knowledge, and skills related to environmental sustainability. Training programs help employees understand the impact of their actions on the environment and encourage them to adopt eco-friendly practices such as energy conservation and waste reduction in their daily work activities. Employee participation (90%) in sustainability initiatives significantly strengthens environmental commitment, as active involvement creates a sense of ownership and responsibility among employees. Participation in activities such as recycling programs, tree plantation drives, and environmental campaigns increases engagement and reinforces sustainable behavior. Green performance management (76%) has a moderate impact on employee environmental commitment by integrating sustainability-related criteria into performance evaluation systems. When employees are assessed based on their environmental contributions, they become more accountable and aligned with organizational sustainability objectives.

Green rewards and incentives (72%) contribute to motivation but have comparatively lower influence, as they act as supportive mechanisms rather than primary drivers of behavior. While recognition and incentives encourage employees to engage in green practices, intrinsic motivation developed through training and participation is more impactful. Green recruitment (68%) shows the lowest impact among all practices, suggesting that merely hiring environmentally conscious employees is not sufficient. Without continuous support through training, engagement, and organizational culture, the potential of such employees may not be fully utilized. Employees demonstrate a high level of

environmental responsibility, particularly in routine activities such as energy conservation, waste minimization, and participation in recycling initiatives. This indicates that sustainability practices are effectively integrated into day-to-day operations. The organization shows significant improvement in environmental performance indicators, including reduction in greenhouse gas emissions, improved energy efficiency, better water management, and effective waste recycling. This reflects the successful implementation of sustainability strategies supported by HR practices.

A supportive organizational culture plays a crucial role in enhancing employee environmental commitment. When sustainability is embedded in the organization's values, policies, and practices, employees are more likely to adopt environmentally responsible behaviors and align their actions with organizational goals. Leadership support acts as a key reinforcing factor, as leaders who actively promote sustainability initiatives and demonstrate eco-friendly behavior influence employees to follow similar practices. Strong leadership commitment enhances trust and strengthens the impact of Green HRM practices. Despite strong performance, there is still a need to encourage proactive and innovative environmental behavior among employees. Employees should be motivated to contribute new ideas, suggest improvements, and actively participate in decision-making related to sustainability initiatives.

## 7. RECOMMENDATIONS

Organizations should incorporate environmental criteria into job descriptions and selection processes to attract candidates with strong sustainability values. Collaborations with educational institutions offering environmental studies can help recruit environmentally conscious talent at an early stage. Regular and structured training sessions should be conducted to improve employees' awareness, knowledge, and practical skills related to sustainability. Training should include real-life applications such as energy conservation techniques, waste management practices, and sustainable resource utilization. Environmental performance indicators should be included in employee appraisal systems. Linking sustainability goals with Key Performance Indicators (KPIs) will ensure accountability and encourage employees to align their efforts with organizational environmental objectives.

Organizations should introduce both monetary and non-monetary incentives to recognize employees' environmental contributions. Awards, certifications, and public recognition can motivate employees to actively participate in sustainability initiatives. Companies should create opportunities for employees to engage in environmental programs such as recycling drives, energy-saving campaigns, and community sustainability projects. Forming "green teams" can further enhance collaboration and participation. Environmental sustainability should be embedded into the organization's core values, mission, and daily operations. Awareness campaigns and internal communication can reinforce the importance of sustainability among employees. Leaders should actively promote and support sustainability initiatives. Training programs for managers should focus on developing green leadership skills so that they can guide and influence employees effectively.

Organizations can adopt digital HR systems, e-learning platforms, and paperless processes to reduce environmental impact and improve efficiency. Digital tools can also be used for sustainability tracking and reporting. Regular assessment of Green HRM practices should be conducted through performance metrics, feedback systems, and sustainability reports. This will help identify gaps and ensure continuous improvement. Employees should be encouraged to share ideas and innovative solutions for reducing environmental impact. Suggestion systems and innovation platforms can help organizations tap into employee creativity.

## LIMITATIONS OF THE STUDY

- The study is based entirely on secondary data collected from journals, reports, and published sources.
- No primary data was collected through surveys or interviews with employees and managers.
- The research focuses on only one leading FMCG company, limiting the broader applicability of the findings.
- The findings may not be fully relevant to other industries such as IT, healthcare, or manufacturing.
- Due to time constraints, the study could not examine the long-term impact of Green HRM practices.
- Only selected variables related to Green HRM and employee environmental commitment were considered.
- Company sustainability reports may present more positive information, creating the possibility of reporting bias.
- The study mainly uses qualitative and descriptive analysis without advanced statistical testing.

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