

## Green HRM Innovations: Promoting Sustainable Workplace Behavior through Culture and Spiritual Leadership

Dr Susan Abraham<sup>1</sup>, Shylaja N<sup>2</sup>, Preetha T<sup>3</sup>, Priya K<sup>4</sup>, Dr. Shreya Saumya Vasavada<sup>5</sup>, Dr Muralidharan P<sup>6</sup>

<sup>1</sup> Professor, Department of Business Administration, SCMS School of Technology and Management, Muttom, Aluva-683106, Kerala, India.

(susanabraham@scmsgroup.org)

<sup>2</sup> Assistant Professor, Department of Commerce & Management, Dayananda Sagar College of Arts, Science & Commerce, Kumaraswamy Layout, Bengaluru-560077, India.

(shylaja.yrs@gmail.com)

<sup>3</sup> Assistant Professor, Department of MBA, Rajalakshmi Engineering College, Thandalam, Tamil Nadu-602105, India.

(preetha.t@rajalakshmi.edu.in)

<sup>4</sup> Assistant Professor, Department of Management, GSSS Institute of Engineering and Technology for Women, Mysuru-570016, India.

(nakshpriya1@gmail.com)

<sup>5</sup> Assistant Professor, Department of Management, Indus University, Ahmedabad, Gujarat, India.

(ozashreya92@gmail.com)

<sup>6</sup> Assistant Professor, School of Business Management, Christ University, Bangalore, India.

(muralidharan.p@christuniversity.in)

Scopus ID: 58794624000

ORCID ID: 0009-0008-9155-8232

### ABSTRACT

Green Human Resource Management, or Green HRM, has grown into a strategic way of incorporating environmental sustainability into the work of Human Resources in organizations. This research aims at investigating the perception and awareness of the employees about the innovations in the HRM field implemented in organizations. The research targets critical Green HRM practices like the recruitment practice of paperless applications, online recruitment, job advertisements focusing on sustainability, environmental values assessment in interviews, recruitment of candidates with green competencies, energy conservation techniques, waste management practices, the use of sustainable resources and environmental compliance initiatives. A structured questionnaire was used to collect primary data from 200 respondents. The respondents were selected using convenience sampling technique. Statistical tools such as Chi-square test were used for data analysis. The results indicate that the overall level of awareness about Green HRM innovations among the employees is moderate to high and age is significantly related to the level of awareness. The study has concluded that the implementation of Green HRM practices increases the employees' awareness of the environment and workplaces become sustainable. It is thus recommended that organizations further strengthen their green recruitment, training and compliance programmes to promote a sustainable working culture and to enhance environmental performance...

**Keywords** *Green HRM, Sustainable Workplace Behavior, Organizational Culture, Spiritual Leadership, Environmental Sustainability and Employee Engagement.*

### INTRODUCTION:

Green Human Resource Management (Green HRM) can be defined as the application of green HR policies and practices that influence sustainable practices among HR employees. Green HRM innovations include embedding environmental goals in recruitment, training, performance management, and compensation processes, along with employee involvement programs. These innovations have the potential to reduce the environmental footprint of the organization, and increase employee engagement and awareness of sustainability issues. Also, the organizational culture and spiritual leadership are critical elements that affect sustainable work behavior. Employees are encouraged to be eco-friendly by a culture

that values environmental responsibility. Likewise, spiritual leadership has a positive influence on the values, mission, caring and dedication of employees to the organization, which in turn supports the sustainable development of the organization. This article explores the importance of the innovations of Green HRM, as well as the role of organisational culture and spiritual leadership in fostering sustainable work behaviour.

Due to climate change, depletion of resources, and growing environmental regulations, environmental sustainability is indispensable for organisations around the globe. A growing number of businesses are putting pressure on themselves to be sustainable in order to enhance their corporate image and also for their survival in the long run. HRM is a critical function in putting

environmental values into action within an organisation in this context. Green Human Resource Management (Green HRM) is a strategic approach that has evolved as a practice that incorporates sustainability within the human resource practices and the organizational practices. Today's business world is increasingly aware of the need to encourage "green" practices in the organization, its culture and especially through the leadership of the spirit, responsible behavior. This article investigates the role of Green HRM innovations in promoting employees' pro-environmental actions and highlights the importance of organizational culture and spiritual leadership to attain organizational sustainability. The research identifies the importance of green recruitment, training, performance management, employee engagement and leadership strategies in creating an environmentally conscious workforce and organisation.

## Green HRM Innovations

### 1. Green Recruitment and Selection

Organizations are increasingly incorporating environmental values into recruitment strategies. Green recruitment emphasizes attracting candidates who possess environmental awareness and sustainability-oriented attitudes.

Innovative Practices that drive Green HRM : Online Recruitment and Paperless Application: Online Recruitment and Paperless Application are important Green HRM Innovative Practices that reduce the impact of the traditional recruitment process on the environment. Using digital tools for posting jobs, receiving applications, screening candidates and communicating information, dramatically cuts down on the amount of paper a company uses and prints. Electronic documentation also reduces the amount of storage space needed and administrative efficiency. This helps to achieve sustainability targets, and offers a quicker, more convenient recruitment process for employers and applicants. Additionally, digital recruitment processes allow companies to attract a larger talent pool, streamline the hiring process, and promote sustainable business practices.

Job postings: Sustainability initiatives are increasingly being called out in job postings to attract candidates with sustainable interests. The companies demonstrate their commitment to sustainable development by presenting their green policies, environmental commitments and CSR activities. This type of advertising builds a good employer brand and reaches those who care about the environment. Emphasizing sustainability actions also helps attract prospective new hires who want to join the organization because they value sustainability. This practice is not only effective for recruitment, but it also helps develop a workforce that is dedicated to the organization's environmental goals and long-term sustainability plans.

Assessing Environmental Values During Interviews: Organizations can identify individuals who value sustainability and environmentally responsible behaviors by assessing them during the interview. Questions in an interview may include an applicant's attitude to environmental conservation, any experience of previous

environmental projects, and dedication to sustainable practices. It is an assessment to ensure that new employees are in line with the environmental culture and objectives of the organization. Candidates with excellent environmental awareness will be more likely to actively engage in green initiatives and contribute to sustainability efforts. Integrating environmental values in HRM selection process enhances the HRM organization's capacity to realize Green HRM objectives and create a sustainable organization culture. One of the major components of the Green HRM is recruiting candidates with green competencies where candidates with environmental knowledge, skills and abilities are recruited. These skills can encompass knowledge of sustainability, resource management, waste management, energy efficiency and environmental regulations. Green competencies can be translated into innovative answers to environmental problems and help in the implementation of organizational sustainability initiatives. Focusing on these skills in the hiring process helps develop staff who can apply environmental considerations to their day-to-day work and decision-making. This not only improves the organization's competitiveness but also fosters long-term environmental sustainability and sustainable development. Bottom of Form

### 2. Green Training and Development

Green training programs educate employees about environmental protection and sustainable work practices. Organizations conduct workshops, seminars, and awareness programs to develop environmental competencies among employees.

Training topics may include:

Energy Conservation Techniques: Energy conservation techniques, as part of Green HRM training initiatives, are vital in the efforts to conserve energy and foster environmental sustainability in an organization. Staff are trained on energy efficient practices, including turning off equipment that is not in use, using energy efficient technologies and optimising use of the workplace to reduce energy losses. These tools aid in minimizing costs, carbon footprint and improving the environmental performance of the organization. Educating staff on energy conservation further promotes environmental consciousness and promotes responsible actions, aligning with the company's sustainability goals and establishing an environmentally responsible and efficient culture.

Waste Management Practices: Waste management practices include waste minimization and efficient handling, processing, recycling and disposal of waste within an organization. Employees are trained to segregate waste through Green HRM initiatives, to minimize unnecessary consumption, to participate in reusing initiatives and to support recycling initiatives. By implementing effective waste management, organizations can minimize the pollution potential, save on natural resources, and meet environmental regulatory requirements. It also helps promote operational efficiency and corporate responsibility for sustainable development. Involving employees in waste reduction initiatives can help keep the workplace cleaner and help build awareness and dedication to environmental sustainability.

**Sustainable Resource Utilization:** Using natural, financial and organizational resources in a responsible and efficient manner to satisfy present needs without harming future generations. Green HRM encourages awareness and training programs among the employees to reduce the wastage of resources, utilize resources optimally and practice environmental friendly practices. This includes water saving, paper minimisation and where possible, using renewable resources. Rational use of resources optimizes organizational efficiency, reduces expenses and safeguards the environment in the long term. Companies can move toward sustainability and meet productivity and competitiveness needs by implementing responsible management of resources.

**Environmental Compliance and Regulations:** Environmental compliance and regulations are the following up with laws, policies and standards that aim to safeguard the environment and maintain sustainable business activities. Green HRM initiatives involve educating employees on the environmental laws, policies, and regulatory obligations. An awareness of these regulations enables employees to carry out their tasks responsibly and prevent activities that may lead to damage to the environment or legal consequences. Compliance improves the reputation of the organization, minimises environmental risks and also ensures sustainable operations. Frequent training to environmental laws also enhances accountability and further motivates a proactive attitude to protecting the environment and to corporate sustainability.

#### Green Performance Management

The incorporation of environmental goals into employee performance management systems is called green Performance Management. Organisations set their green objectives and measure staff on their contribution to sustainability projects like energy conservation, waste reduction and eco friendly working habits. Green criteria in job evaluations can make employees more willing to embrace sustainability efforts. It creates accountability, boosts environmental awareness, and aligns individual actions to organizational sustainability goals. The implementation of effective green performance management contributes to developing green culture and enhancing overall green performance and efficiency of the organisations.

#### Green Compensation and Rewards

Green Compensation and Rewards are the practice of rewarding employees with financial and non-financial awards for showing environmentally responsible behaviour and for their contributions to sustainability. Organizations can reward employees with bonuses, recognition programs, promotions, awards, or any other reward for reaching green targets and environmental practices. Rewards help to encourage employees to become more eco-friendly and to actively engage in sustainability initiatives. By implementing green compensation, a company can help reinforce environmental responsibility within the organization and enhance staff engagement and commitment to environmental objectives. Rewards can be tied to green

performance increases the engagement of employees while encouraging sustainable business practices.

#### Employee Involvement and Participation

Employee involvement and participation is an important element of Green HRM as it helps employees to share their ideas and actively involve in environmental activities. Organizations can create green committees, suggestion schemes, environmental campaigns and sustainability projects that engage all levels of employees. Enabling active involvement creates a sense of ownership and responsibility for environmental objectives. It also stimulates employee motivation, creativity and commitment to sustainability. Incorporating employees into decision-making and environmental initiatives can enhance the success of sustainability efforts and foster a culture of teamwork that contributes to long-term environmental results.

#### Organizational Culture and Sustainable Workplace Behaviour

Organizational culture is important to the development of sustainable workplace behavior as it reflects and influences employee values, attitudes and actions. An environment that values sustainable development will foster among employees practices like conserving resources, recycling, and minimizing waste. Environmental values are set as norms when they are incorporated into organisational policies, leadership practices and everyday work. A culture like this helps to get the workers excited about the sustainability objectives and the organization's efforts to reach environmental excellence. Finally, a culture that highlights sustainability will help an organization do better for the environment and be more successful in the long term.

#### Role of culture in promoting Sustainability

Culture can be used as a means to foster sustainability within organizations by providing a common set of beliefs and expectations about sustainability. A strong sustainability culture offers employees the opportunity to include green practices in their daily work activities and decision making processes. It embraces a philosophy of environmental initiatives that is based on ongoing learning, working together and a commitment to sustainable development. Positive sustainability culture in organization is more likely to become a success in implementing Green HRM practices and environmental program. The organizational culture supports values like responsibility, conservation and ethical behaviour and can make sustainability a shared organizational goal.

#### Spiritual Leadership and Sustainable Workplace Behavior

Spiritual leadership focuses on values like integrity, compassion, purpose and service that can have a positive impact on sustainable workplace behavior. Leaders who show spiritual qualities, motivate employees to carry out responsibility toward society and environment. Spiritual leaders promote employees to act in an environmentally responsible manner through ethical decision making and by demonstrating greater values for the organization. This leadership style builds employee trust, motivation and the perception of value and purpose. Therefore, spiritual leadership can help promote a culture of sustainability,

environmental care and long-term health of the organization in the workplace. There is a link between Spiritual Leadership and Sustainability. Spiritual Leadership and Sustainability are connected.

This connection between spiritual leadership and sustainability is built on common values of responsibilities, ethics and long-term welfare. Spiritual leaders advocate a vision that goes beyond the economic goal to social and environmental issues. Spiritual leadership fosters ethical behavior, environmental awareness, and a common sense of purpose, enhancing employees' dedication to sustainability efforts. Spiritually oriented leaders are more likely to positively influence employees to act in environmentally responsible manner and promote organizational sustainability. Thus, spiritual leadership is an important force toward creating sustainable development and environmental responsibility in organizations.

#### Integration of Green HRM, Culture and Spiritual Leadership

The synergies among the three elements of Green HRM, organizational culture, and spiritual leadership ultimately provide a full spectrum of the promotion of sustainability within the workplace. Organizational culture sets the values and norms that motivate sustainable behaviour, and green HRM are the policies and practices that facilitate environmental responsibility. Spiritual leadership also supports this by motivating staff with ethical direction, purpose, and commitment to environmental stewardship. These elements form a positive culture around sustainability that embeds it into the way organizations operate and their employees behave. This holistic strategy improves environmental, employee engagement, and long-term sustainability.

#### Research Gap

Most of earlier researches have concentrated on single Green HRM practices including green recruitment, training, performance measurement, compensation, etc., and little attention has been paid to the understanding of integrated effect of organizational culture and spiritual leadership on the sustainable behavior in the workplace. While Green Human Resource Management (Green HRM) has received a lot of attention in the last few years as an effective way of promoting environmental sustainability in organizations, there are a number of gaps in the literature. Moreover, a number of studies have focused on the direct link between Green HRM and employee environmental outcomes but have not included the mediating and reinforcing role of organizational culture and leadership. Although values, purpose, compassion, and ethical behavior are essential aspects of spiritual leadership, this form of leadership has received little attention in the sustainability-related research literature. Besides, the majority of the studies that have been conducted so far are done in developed economies, which means that there is a shortage of evidence in emerging economies where organizational structures, cultural values and sustainability challenges are very different. Likewise, there is little empirical evidence to address the relationship between innovative Green HRM

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*Advances in Consumer Research*

practices and organizational culture and spiritual leadership to drive sustainable behaviour at work. Based on this, this study aims to explore the additive effect of Green HRM innovations, organizational culture and spiritual leadership in explaining sustainable work behaviour of employees.

#### Importance of the Study

The study is significant because it adds to the sustainability of the organization and human resource management practices. Organizations are facing pressure to practice responsible business in order to ensure they minimize ecological damage and keep their employees engaged and productive as expectations for sustainability grow worldwide. Green HRM innovations offer businesses strategic solutions to integrate environmental values into HRM activities. The success of these practices, however, is dependent on leaders and organization culture that support them. The study demonstrates the importance of the synergic relationship between Green HRM, organizational culture and spiritual leadership in the achievement of sustainable employee behavior at the workplace. The results will help managers and HR practitioners to create a holistic sustainability plan that goes beyond the policy and motivates true employee engagement in environmental programs. The study also has significance in that it examines the role of spiritual leadership in developing a sense of purpose, ethical responsibility, and commitment to environmental goals. Further, the study adds to the sustainability management knowledge base as it offers empirical examples from organizations that are increasingly making sustainability a competitive imperative. The outcomes can be used to better the environmental performance, boost corporate social responsibility (CSR) programmes, boost employee engagement and reach sustainable development goals in an evolving business landscape.

#### Statement of the Problem

The success of Green HRM activities like Green training, Green performance management and Green rewards are different from organization to organization. As the world is struggling with the environmental challenges, stakeholder expectations and regulatory requirements, organizations all over the world are beginning to realize the need for sustainable practices. Although many organizations have been adopting HRM practices that align with the green movement (Green Human Resource Management, or Green HRM), there are still a number of organizations that struggle to make their employees behave in a sustainable way. Lack of supportive organizational culture to reinforce sustainability values and having employees adopt environmentally friendly behaviors is one of the major challenges. Moreover, the leadership has a significant impact on employees' attitudes and behavior, whilst the spiritual leadership's impact on promoting sustainability is still not well known. Workers can adopt environmental practices for organizational

needs, but in order to maintain this practice they need more motivation, ethical commitment and values. The effect of these three factors (Green HRM innovations, organization culture and spiritual leadership) on sustainable workplace behavior is not yet sufficiently investigated. As a result, there is a lack of holistic guidance for developing a holistic framework that effectively supports employees with sustainable actions. This study aims to solve this problem by highlighting the joint and synergistic effect of Green HRM innovations, organisational culture, spiritual leadership and sustainable workplace behaviour in the context of organisational and environmental sustainability.

### Objectives and Methodology

Structured questionnaire was used to collect primary data from 200 respondents. The respondents were selected  
Table 1

**Perception of Green HRM Innovations according to the Age**

Age Group	Level of Awareness			Total
	Low	Moderate	High	
Less than 30	16	41	26	83
	19.3%	49.4%	31.3%	100.0%
30 to 50	27	30	26	83
	32.5%	36.1%	31.3%	100.0%
More than 50	3	16	15	34
	8.8%	47.1%	44.1%	100.0%
Total	46	87	67	200
	23.0%	43.5%	33.5%	100.0%
Results	9.922 <sup>a</sup>	Df-4	Sig..042	

The table presents the association between age groups and the level of awareness of Green HRM innovations among 200 respondents. Among employees aged less than 30 years, the majority (49.4%) reported a moderate level of awareness, while 31.3% had high awareness and 19.3% had low awareness. In the 30 to 50 years age group, 36.1% exhibited moderate awareness, 32.5% had low awareness, and 31.3% showed high awareness. Among respondents aged more than 50 years, 47.1% had moderate awareness and 44.1% demonstrated high awareness, whereas only 8.8% reported low awareness. The Chi-square test result indicates a calculated value of 9.922 with 4 degrees of freedom and a significance value of 0.042. Since the p-value (0.042) is less than the 0.05 level of significance, there is a significant association between age and the level of awareness of Green HRM innovations. Thus,

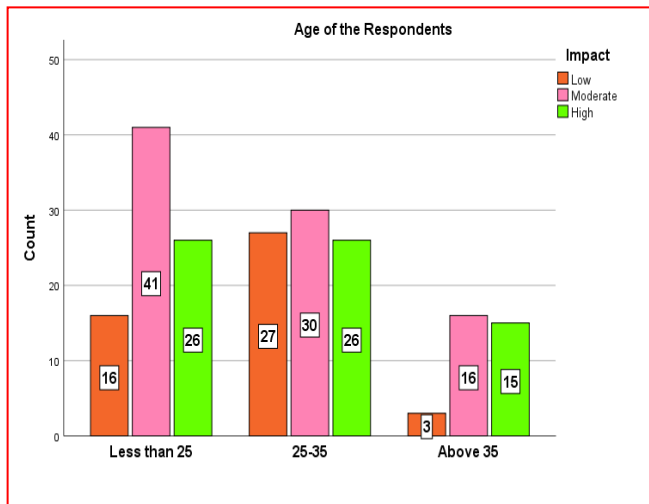
using convenience sampling technique. Statistical tools such as Chi-square test were used for data analysis.

### Findings and Results

Age is an important demographic factor that influences employees' awareness and perception of Green Human Resource Management (Green HRM) innovations. Different age groups may vary in their exposure to environmental practices, technological adaptability, and organizational sustainability initiatives. Therefore, examining the relationship between age and awareness levels of Green HRM innovations helps organizations design age-specific strategies to enhance employee engagement in green practices.

awareness of Green HRM innovations varies across different age groups. Employees aged above 50 years exhibit relatively higher awareness levels compared to younger and middle-aged employees.

Figure: 1



### Recommendations

To promote sustainable workplace behavior through Green HRM innovations, organizations should:

- Create detailed environmental policies and goals.
- Make sustainability part of all HR processes.
- Conduct environmental training programmes regularly.
- Promote staff involvement in environmental programs.
- Encourage good ethical and spiritual leadership behavior.
- Establish a culture around sustainability.
- Recognize and reward green behavior.

### CONCLUSION

Innovations in Green HRM have become a necessity for the organizations on their way to environmental sustainability and responsible behavior in the workplace. Organizations can develop an environmentally conscious workforce through the implementation of green practices in recruitment, training, performance management, and employee engagement. Furthermore, the organizational culture and spiritual leadership have a significant impact on the employee's attitude and behavior towards sustainability. A culture that supports and leadership with purpose and ethics enables workers to be actively involved in environmental initiatives and to practice sustainable work. Hence, there is a need to strategically bring together the concepts of Green HRM, organizational culture and spiritual leadership to create a sustainable future and long-term organizational success. The chi-square analysis indicates a significant association between respondents' age group and their level of awareness, as the calculated chi-square value is 9.922 with a significance value of 0.042, which is less than the 0.05 level of significance. Therefore, the null hypothesis stating that there is no significant relationship between age and awareness level is rejected.

The findings reveal that respondents aged more than 50 years exhibit the highest level of awareness, with 44.1% reporting high awareness and only 8.8% indicating low awareness. In contrast, respondents aged 30 to 50 years show a comparatively higher proportion of low awareness (32.5%). Among respondents below 30 years, nearly half

(49.4%) demonstrate a moderate level of awareness, while 31.3% possess high awareness.

Overall, the results suggest that awareness levels vary significantly across different age groups, with older respondents generally exhibiting greater awareness than younger respondents. This implies that age plays an important role in influencing awareness levels, and organizations may consider developing age-specific awareness and training programs to enhance knowledge and engagement among different age categories

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How to cite : Dr Susan Abraham, Shylaja N, Preetha T, Priya K, Dr. Shreya Saumya Vasavada, Dr Muralidharan P, Green HRM Innovations: Promoting Sustainable Workplace Behavior through Culture and Spiritual Leadership. *Advances in Consumer Research*. 2026;3(6): 155-161

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