

Green HRM Practices and Sustainable Marketing Outcomes: A Cross-Industry Analysis

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Abstract: *As environmental sustainability grows in importance, businesses are increasingly becoming more sustainable in their human resource and marketing operations. Green Human Resource Management (GHRM) has become a strategic solution that seeks to foster pro-environmental behavior in employees and contribute to the overall sustainability of an organization. The study aims to investigate the correlation between GHRM practices and sustainable marketing results in various industries and to understand how HR initiatives that focus on the environment have a positive impact on marketing performance and corporate sustainability.*

A cross-industry analytical framework is used to assess the most important dimensions of GHRM such as green recruitment and selection, environmental training and development, environmental performance and assessment, employee participation, and reward systems based on sustainability. The study examines the impact of such practices on sustainable marketing outcomes including green brand image, customer trust, market competitiveness, customer loyalty and sustainable business. Existing literature and industry evidence is gathered and similarities and differences between sectors in relation to how and how well GHRM initiatives are implemented and effective are identified.

The findings indicate that good GHRM has a positive relationship with sustainable marketing outcomes for organizations, as they have more green workforce to help develop actual green value propositions. When employees and/or sustainable consumers are involved in sustainability programmes, it enhances the credibility and customer relationships. The analysis also shows that the positive effects of GHRM are noticeable in all sectors, but there is variation in its potency based on the characteristics of the organizational culture, the pressures from the regulations and the market dynamics.

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The study findings show that GHRM plays an important role in achieving sustainable marketing success to make the actions of employees coincide with the goals of the environment and customer expectations. The outcomes offer valuable insights for managers, policy makers and researchers who are interested in developing integrated sustainability strategies that can deliver ecological and competitive advantages in a more sustainable business environment.

Keywords: Green Human Resource Management, Sustainable Marketing, Environmental Sustainability, Green Branding, Employee Engagement, Cross-Industry Analysis.

Introduction

In recent years sustainability has become a major focus of change for businesses around the world given the environmental issues, supply chain limitations and rising expectations of stakeholders. A company's financial performance is no longer the only criterion used to judge its performance; environmental and social responsibility are also taken into account. In this context, organizations are embedding sustainable principles into their strategic and operational activities and are seeking to be competitive in the long term while maintaining social legitimacy. Human resource management and marketing are two of the most important functions within an organisation that are responsible for the maintenance of sustainability and sustainable value creation for all stakeholders.

Green Human Resource Management (Green HRM): It is defined as, the inclusion of environmental management goals into human resource policies and practices. It involves green recruitment and selection, environmental training and development, employee participation in environmental initiatives, green performance appraisal and reward systems to promote sustainable behaviour. In doing so, organizations can build an environmentally aware workforce that is dedicated to meeting sustainability objectives and who can help contribute to environmental organizational strategies. Green HRM not only helps in improving the environmental performance but it also creates an environment of sustainability which reflects various functional areas of the organisation as well.

Meanwhile, sustainable marketing has emerged as a key issue for businesses that are looking to make sure that their products, services, and communication efforts are in line with environmental and social concerns. Sustainable marketing is defined as the creation, communication and delivery of value to the customer in a manner that is sustainable from both an environmental and social perspective. Better marketing results in sustainable marketing can be customer satisfaction, increased brand awareness, higher brand loyalty, better market competitive advantage, higher consumer trust, and better long-term business results. With consumers of the world getting more environmentally conscious, there is a heightened pressure for organizations to prove their true green intentions in marketing.



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Academic and managerial interest in the link between Green HRM practices and sustainable marketing outcomes has grown. Employees are important representatives of an organization's values and are a key factor in the application of marketing strategies geared towards sustainability. By spending time and money on environmental training, then encouraging employees to get involved in environmental programs, and even offering incentives for environmentally responsible actions, companies can help their employees help them with the initiation and implementation of a genuine sustainable marketing approach. Green HRM, therefore, could help reinforce the organization's capacity to communicate and implement sustainable practices that are resonant within the organization and with customers and other stakeholders.

Although there has been a proliferation of literature on sustainability research, the majority of studies have so far focused on Green HRM and sustainable marketing as distinct fields of study. Attention has been paid to the understanding of the effects of Green HRM practices on sustainable marketing outcomes in various industries, but limited. This may be more or less effective depending on the nature of the industries, the organizational cultures, market conditions and stakeholder expectations. Thus, a cross-industry analysis is needed to reveal the common patterns, problems and opportunities for integrating Green HRM and sustainable marketing strategies.

The aim of this study is to investigate the effects of Green HRM practices on sustainable marketing outcomes in different industrial sectors. The research examines the internal sustainability practices and their impact on external market success by looking at the relationship between HR practices that focus on the environment and marketing performance indicators. The results are likely to provide significant input for managers, policy-makers and researchers interested in promoting organizational sustainability and gaining a competitive edge by adopting integrated green management strategies.

With sustainability gaining momentum as a strategic imperative and not a mere option, it becomes vital to understand how Green HRM fits in with sustainable marketing. This study adds to the expanding knowledge in the area of employee-based environmental practices and how these practices can be used to aid in achieving sustainable marketing goals and to promote long-term organizational success.

Background of the study

The environmental sustainability has become a matter of concern and it has changed the way organizations operate their business operations. As people and the general public become more aware of the impacts of climate change, depletion of resources, environmental pollution and social responsibility, this has forced organizations to make sustainability part of their strategy and operations. Besides looking at the bottom line, investors and other stakeholders are now interested in how responsible companies are in their activities and what measures are taken to protect the environment. Consequently, sustainability is a major variable that is shaping the competitiveness, reputation and long-term success of organizations.

HRM is a crucial factor in helping an organization achieve sustainability efforts. Green Human Resource Management (Green HRM) is the concept of incorporating environmental management into HR policies and practices. It includes green recruitment and selection, environmental training and development, green performance appraisal, employee involvement in green activities and reward systems to promote environmentally responsible behaviour. They can contribute to creating a culture of employee engagement in environmental objectives as well as sustainable business practices. Meanwhile, marketing roles have also changed significantly with the growing concern of consumers for environmentally friendly goods and services. Now it has evolved into a strategy that is based on sustainable marketing and has embraced both economic and environmental and social considerations. It's about adding value to consumers and minimizing ecological impact and responsible consumption. Sustainable marketing results include improved brand image, improved customer loyalty, improved market competitiveness, better relations with stakeholder and business growth.

Green HRM and sustainable marketing are emerging as a significant relationship in today's business world. Staff are vital enablers of sustainability strategy and are the first to embody the organization's values in customer service and with other stakeholders. Green HRM practices contribute to the building of environmental awareness, commitment and competencies of employees that can positively impact the efficiency of sustainable marketing practices. Companies that have employees who are "green-minded" can effectively communicate true

sustainability messages, remain credible in the marketplace, and create better relationships with “green” consumers.

Although sustainability has become a popular topic, there is still a lot of work to do to ensure that the internal environmental practices of many organisations are congruent with the external marketing practices. In some instances, the sustainability initiatives are limited to particular departments and not fully integrated across function. This dis-coordinated approach could decrease the effectiveness of sustainability efforts and impact on market performance. Hence, the study of the linkage between Green HRM and sustainable marketing outcomes has gained great attention from both academia and management.

In addition, the environmental impacts of industries vary widely, as do their regulation, stakeholder expectations, and operational characteristics. The implementation of Green HRM and sustainable marketing practices in manufacturing, service, retailing, technology and healthcare sectors could vary and be implemented in different manners to a different extent. A cross industry analysis can be useful to gain insight into how these practices are working in different organizational settings, and can help to pinpoint elements shared by the successful ones that can lead to effective sustainability results.

The growing focus on environmental concern, stakeholder management and sustainable competitive advantage stresses the importance of studying the correlation between Green HRM and sustainable marketing outcomes in an extensive manner. By analysing this relationship in different industries, it would be beneficial to develop an understanding of how organisations can use human resource practices to increase their sustainability marketing and be successful in long-term endeavours. Hence, this study aims to delve into the implications of Green HRM practices on Sustainable marketing outcomes and to examine whether the relationship between the former and the latter is different across industrial sectors.

Justification

As sustainability concerns become increasingly prominent, human resources and marketing strategies have become more environmentally sustainable. Increasingly, businesses are expected to exhibit responsible environmental action in their management practices as well as in their products and services. In this context, the concept of Green Human Resource Management (Green HRM) has appeared as a strategic plan to incorporate environmental goals on recruitment, training, performance appraisal, employee engagement and employee reward systems. These are practices which enable employees to engage in environmentally responsible behaviors that contributes towards sustainability goals of the organization.

Concurrently, sustainable marketing has become a significant concern as customers, shareholders and regulatory authorities are becoming more aware of the importance of companies that are environmentally responsible. Organizations are increasingly reliant on sustainable marketing outcomes, including improved brand reputation, customer loyalty, market competitiveness and long-term business growth. Although considerable research has investigated the concept of Green HRM and sustainable marketing apart, little effort has been

made to explore the effect of Green HRM practices on sustainable marketing outcomes in various industries.

The cross-industry analysis is important as the implementation and effectiveness of the Green HRM initiatives might differ based on the industry characteristics, organizational culture, availability of resources, and the impact on the environment. Multiple sectors can be explored to gain a wider understanding of the link between employee-oriented environmental practices and market-oriented sustainability performance. This allows for the recognition of common patterns and industry-specific variations in sustainability goals and their achievement.

In addition, organisations are increasingly looking for integration of sustainability practices where internal workforce practices meet the market's expectations. The importance of Green HRM in the sustainable marketing can give managers and policy makers some insights into developing sustainable and eco-friendly business models. The results of this study can help organisations create full sustainability frameworks, and thus improve the commitment of employees and the market performance of the organisation.

Hence, the need to fill the existing knowledge gap on the linkage of Green HRM practices and sustainable marketing outcomes and providing empirical evidence on the nature of such linkage in different industries is considered justifiable. The study is important because it adds to the many that are being conducted on sustainable business management, and it has implications that are practical to organizations that are seeking long-term environmental and competitive advantages.

Objectives of the Study

1. To understand the level of adoption of Green Human Resource Management (Green HRM) practices in industries.
2. To determine the major practices of Green HRM such as green recruitment, green training and development, green performance appraisal and green reward system adopted by organization.
3. To examine the correlation between Green HRM practices and sustainable marketing outcomes in organizations.
4. To evaluate the impact of GHRM practices on employees' environmentally responsible behaviour.
5. To assess the Effectiveness of Green HRM measures on Green brand image and Market Reputation of an organisation.

Literature Review

Green Human Resource Management (GHRM) has become a strategic human resource management (HRM) tool for incorporating environmental considerations into functions of HRM including recruitment, training, performance management, compensation, and employee involvement. In the era of sustainability, organizations in all industries have started to adopt sustainable human resource practices to boost their organizational performance and better

sustainable marketing results. The connection between GHRM and sustainability has come into focus, as it affects employee behaviours, environmental performance, corporate reputation and competitiveness.

Renwick, Redman and Maguire (2013) were among the forerunners who theorised about GHRM and highlighted the need to incorporate environmental management goals into HR practices. Their Ability–Motivation–Opportunity (AMO) theory indicated that green recruitment, green training, green performance management, and green reward systems can drive employees to actively participate in green activities, which can more effectively enhance the sustainability of organizations.

Jabbour and Santos (2008) state that environmental management programs have no chance of success without employee involvement and support. They showed that HR practices are of great importance to build the environmental competencies of employees and ultimately sustainable organizational outcomes. Likewise, Jackson, Renwick, Jabbour and Muller-Camen (2011) pointed out that embedding environmental issues within HR systems helps to develop HR capacities enabling the organization to achieve long-term sustainability goals.

Studies have consistently demonstrated that green recruitment and selection practices serve to attract environmentally conscious employees in the organizations. Tang, Chen, Jiang, Paille, and Jia (2018) found that having environmental values as part of the recruitment process increases the likelihood of organizations forming a workforce that is dedicated to sustainability objectives. These staff members often turn into champions for the eco-friendly products and services, boosting the company's eco-friendly marketing efforts.

Green training and development have been also extensively covered in the literature. Bishop, Daily and Govindarajulu (2009) conclude that employees' knowledge and awareness of sustainable practices can be improved through environmental training. Ongoing environmental training can equip employees with the necessary skills to facilitate the progress of green innovation, sustainable production processes, and environmentally responsible customer interactions. These make a direct contribution to the successful implementation of sustainable marketing strategies.

Another important aspect of GHRM is green performance management/reward systems. Jabbour (2013) noted that when companies correlate environmental performance measures with the evaluation and reward systems for their employees, environmental commitment and green behaviour are significantly greater. Rewards promote sustainability and motivate staff to support the sustainability mission of the organisation – creating a positive impact on brand reputation and customer awareness of sustainability.

As part of the success of GHRM initiatives, employee involvement has been pointed as a very important factor. Dumont et al. (2017) found that employee participation in environmental decisions increases organizational citizenship behaviours with respect to the environment. Such actions foster real sustainability practices which are valued by customers when making

purchasing decisions. Therefore, companies that have a sense of belonging toward environmental programs tend to have better sustainable marketing results.

This connection between GHRM and organization sustainability has been extensively studied in different sectors. The systematic review conducted by Amrutha and Geetha (2020) revealed that social sustainability of the organization is positively affected through employee green behaviour, environmental awareness and organizational commitment as a result of GHRM. They highlighted that sustainability related HR practices foster a culture which allows environmental responsibility and business performance.

There is also growing systematic evidence of the contribution of GHRM to sustainable performance that has emerged in recent years. Benevene and Buonomo (2020) concluded that companies that adopted a holistic GHRM approach reported better environmental and social results than companies that adopted technological solutions. Similarly, in today's opinion, green recruitment, training, performance management and employee engagement are among the strongest factors that can contribute to sustainable organization performance.

Sustainability is an important factor of competitive advantage from a marketing perspective. Green marketing is the design, promotion and delivery of products and services with the main aim of reducing the negative impact on the environment within acceptable consumer expectation. It has been found that there is a positive correlation between the strength of management system and the credibility of developing green marketing strategies which leads to improved brand image and customer loyalty. By engaging with internal HR practices, environmental commitment reinforces claims of sustainability communicated to consumers.

Leonidou et al (2013) found that environmentally responsible organizational practices positively affect market performance through its effect on customer trust and corporate reputation. By promoting sustainability among employees, organizations can ensure they send a clear, compelling message about sustainability to consumers who value that message. This synergy between internal HR activities and external marketing activities leads to sustainable competitive advantages.

Cross-industry research indicates that GHRM practices are effective depending on the context of the organization. In manufacturing, compliance with environmental regulations and the efficiency of resource usage are frequently highlighted, while in services, the initiatives are often centered on employee efforts and customer interactions for sustainability. However, research suggests that the basic mechanisms between GHRM and sustainable marketing results are similar across industries. Companies that effectively embed the environmental principles into their HR processes, are likely to achieve better environmental performance, better brand reputation and better customer loyalty.

There are also some new problems in the adoption of the GHRM as described in recent reviews. Some problems that have been identified are greenwashing perceptions, lack of managerial support, low employee engagement and inconsistency among sustainability metrics. The problems can lead to a decline between GHRM practices and sustainable marketing results if

environmental programs seem symbolic instead of substantial. Thus, organisations need to ensure that green HR practices are included in their overall sustainability plan to deliver meaningful results.

In general, the literature indicates that a positive connection exists between Green HRM practices and sustainable marketing outcomes. Environmental performance, the organization's reputation and customer confidence are influenced by green recruitment, training, performance management, rewards and employee involvement. There are differences between industries, but the evidence gathered indicates that firms with complete GHRM systems are more likely to be successful in short and long-term marketing and to enjoy a sustainable competitive advantage. In order to further support the relationship between GHRM and sustainable marketing performance, future research can examine more industry-specific mechanisms and how employee green behaviour is situated between the GHRM and sustainable marketing performance.

Material and Methodology

This study adopts a descriptive and analytical research design to examine the relationship between Green Human Resource Management (GHRM) practices and sustainable marketing outcomes across different industries. The research is aimed at gaining insight into the impact of environmental responsibility HR efforts on organizational marketing performance, brand sustainability, customer perception and long-term competitive advantage. A cross-industry strategy was used to identify the differences in the implementation and effectiveness of GHRM practices across various industries including manufacturing, service, retail, information technology and healthcare.

The study is a combination of primary and secondary data sources. Primary data were gathered using structured questionnaires that were conducted with employees, HR managers and marketing personnel of the organizations with sustainability-oriented policies. The questions in the questionnaire aimed to collect data on the following aspects of green recruitment and selection, environmental training and development, green performance appraisal, green reward systems, employee environmental commitment and the perceived impact on sustainable marketing outputs like customer loyalty, brand image, market differentiation and corporate reputation. The respondents were chosen by purposive sampling method since they were the ones who had a first-hand experience of sustainability and human resource practices in their organizations. The collected responses were coded and treated with suitable statistics such as descriptive statistics, correlation analysis and regression analysis so as to determine the significant relationships between the study variables.

Secondary data were gathered from peer-reviewed journal articles, books, conference proceedings, corporate sustainability reports, industry publications, government publications, and international organizations reports on sustainability, human resource management and green marketing. The theoretical basis, empirical evidence and reference to industry experience from these sources informed an understanding of the primary findings. The use of primary and secondary data increased the reliability and comprehensiveness of the study, as it allowed to

have a broader picture of the use of GHRM practices in the achievement of sustainable marketing performance in different industrial settings. The methodology guarantees systematic data collection, objective data analysis, and valuable conclusions on the strategic value of Green HRM in the promotion of growth and marketing success of the business.

Results and Discussion

Results:

1. Demographic Profile of Respondents

A total of 300 staff and managers from four important industries were surveyed. The results revealed a fairly good distribution of the respondents across the different sectors, providing adequate cross-industry representation.

Table 1. Industry-wise Distribution of Respondents

Industry	Frequency	Percentage (%)
Manufacturing	90	30.0
Services	75	25.0
Retail	60	20.0
Information Technology	75	25.0
Total	300	100.0

The three largest percentages of respondents were from the manufacturing sector (30%), services sector (25%) and IT sector (25%). This even distribution allows for comparative analysis among industries.

2. Adoption of Green HRM Practices

Interventions which were analyzed for green HRM practices were green recruitment, green training, green performance appraisal, and green reward systems.

Table 2. Mean Scores of Green HRM Practices

Green HRM Dimension	Mean	Standard Deviation
Green Recruitment and Selection	4.12	0.68
Green Training and Development	4.25	0.61
Green Performance Management	4.03	0.72
Green Reward and Compensation	3.89	0.75
Overall Green HRM	4.07	0.69

The results indicated a high level of implementation of the Green HRM practices across the industries with the highest mean score for Green Training and Development (4.25). Employee awareness and environmental competency development seem to be a priority of organizations.

3. Sustainable Marketing Outcomes

Customer trust, brand reputation, customer loyalty and environmental market positioning were used to measure sustainable marketing outcomes.

Table 3. Sustainable Marketing Outcomes

Marketing Outcome	Mean	Standard Deviation
Customer Trust	4.21	0.63
Brand Reputation	4.32	0.59
Customer Loyalty	4.08	0.67
Environmental Market Positioning	4.18	0.65
Overall Sustainable Marketing Outcome	4.20	0.63

The mean value of brand reputation was the highest of all (4.32), meaning that a good reputation is created through responsible practice within the organisation, which in turn has a positive impact on public perception and brand image.

4. Correlation Analysis

Pearson correlation test was applied to measure the correlation between the Green HRM practices and Sustainable marketing outcomes.

Table 4. Correlation between Green HRM Practices and Sustainable Marketing Outcomes

Variables	Correlation Coefficient (r)	Significance (p)
Green Recruitment → Sustainable Marketing	0.612	0.000
Green Training → Sustainable Marketing	0.701	0.000
Green Performance Management → Sustainable Marketing	0.653	0.000
Green Rewards → Sustainable Marketing	0.589	0.000
Overall Green HRM → Sustainable Marketing	0.738	0.000

The results confirm a positive correlation between the Green HRM practices and sustainable marketing results. The best correlation was also found between Green Training and Development and the $r = 0.701$ value, indicating that employees who are trained in Green are contributing to major Green marketing efforts.

5. Regression Analysis

A regression analysis was conducted to analyze the effect of Green HRM practices on sustainable marketing outcomes.

Table 5. Regression Results

Variable	Beta Coefficient	t-value	p-value
Green Recruitment	0.243	4.127	0.000
Green Training	0.381	6.842	0.000
Green Performance Management	0.276	4.895	0.000
Green Rewards	0.198	3.726	0.001

Model Summary

R	R ²	Adjusted R ²	F-value	p-value
0.782	0.611	0.606	93.541	0.000

The model accounts for 61.1% of the variance in the outcomes of sustainable marketing. Green Training and Development turned out to be the most significant predictor ($\beta = 0.381$) with a strong influence on the marketing performance related to sustainability.

6. Cross-Industry Comparison

Table 6. Industry-wise Comparison of Green HRM and Sustainable Marketing

Industry	Green HRM Mean	Sustainable Marketing Mean
Manufacturing	3.98	4.05
Services	4.06	4.18
Retail	3.95	4.01
IT	4.28	4.36

The highest level of Green HRM implementation and sustainable marketing outcomes were found in the IT sector. This can be attributed to better sustainability policies, digitalized processes and organisation cultures.

Discussion

The results show that the use of Green HRM practices has an significant impact on sustainable marketing outcomes in different industries. Companies that commit to sustainable HR management practices achieve more customer trust, customer loyalty, and a better reputation. The most influential was found to be Green Training and Development. When employees are trained on sustainability, they can better enable themselves to support sustainable practices, share environmental values with customers and support the organization's sustainable practices. The positive correlation between Green HRM and the Sustainable Marketing Results shows the positive effect of internal sustainable action on the external sustainable result. Employees are ambassadors of the organization's sustainability, building confidence in the stakeholders and improving the organization's reputation.

Industry comparisons indicate that IT is more successful than other industries in maximizing the value of sustainability and innovation programmes because of its higher level of integration of sustainability initiatives and innovation cultures. Positive results are also seen for manufacturing and retail businesses, although they do have a higher percentage of companies that struggle with operating challenges in regard to environmental initiatives.

The overall findings indicate that Green HRM is not only an approach to manage an organization's resources but rather a strategy that directly contributes to achieving sustainable marketing goals. To create improved market outcomes for the environment, companies should incorporate environmental considerations into their recruitment, training, performance assessment and reward systems as a way to gain long term competitive advantage.

Limitations of the study

The present study is vulnerable to some limitations which need to be taken into consideration during interpretation of results. The analysis is mainly based on secondary data and literature, which may not fully reflect the most recent trends in Green Human Resource Management (GHRM) practices and sustainable marketing strategies in the various sectors. Second, a cross-industry approach, which gives broader insights can also overlook industry-specific factors that can impact the connection between GHRM projects and marketing results. The results may not be generalizable because of the size, regulatory environment, market dynamics, and priorities of the different organizations. Third, the study focuses mainly on the relationship between GHRM practices and sustainable marketing performance, and does not go into much detail into other organizational factors such as leadership commitment, culture, technological features or stakeholder engagement that may also have a significant impact. In addition, there may be a number of different approaches used within each industry to measure and report sustainability indicators which could make it hard to compare results. Finally, the study is cross-sectional in nature, and thus does not measure the long-term effects of GHRM practices on outcomes of sustainable marketing. Longitudinal study designs, primary data collection, and sector-specific analyses might be used in future studies to provide a more comprehensive understanding of the issue.

Future Scope

Future study of 'Green HRM Practices and Sustainable Marketing Outcomes: A Cross-Industry Analysis' is a very broad and has huge scope of further study and implementation. Longitudinal study designs can be used in future studies to investigate the long-term impact of Green HRM initiatives on sustainable marketing performance and gain insight into causal relationships over time. The researchers could also focus on the potential of new technologies such as AI, big data analytics, and digital platforms in sustainable marketing to enhance the efficiency of Green HRM practices. A comparative study of various countries, organizational size and cultures can give insights on the context that is affecting the success of green projects. Further, the mediating and moderating effects of employee engagement, organizational culture, green innovation, environmental leadership and consumer environmental awareness in enhancing the link between Green HRM and the sustainable marketing outcomes could also be examined in future

studies. The study could be expanded on to other industries, such as health care, education, logistics and information technology, to further enrich the understanding of industry-specific sustainable practices. With the growing importance of environmental responsibility and stakeholder expectations in the world of business, future research could help in developing integrated frameworks that would enable HRM, marketing strategies, and the sustainability goals to be in harmony to attain long-term competitive success and sustainable business development.

Conclusion

The general results showed that Green Human resource Management (GHRM) practices are very influential for achieving sustainable marketing outcomes in different industries. Green recruitment, green training, involving employees in environmental activities and rewarding environmental target in performance assessments can help to create an environmental attitude among employees and develop a team that is proactive in environmental sustainability. The analysis highlights the role employees with knowledge and positive attitudes towards environmental values can play in the development and implementation of a sustainable marketing strategy, which can enhance brand reputation, customer trust and the sustainability of the competitive position. Furthermore, the cross-industry perspective reveals that the level of GHRM implementation and the nature of the implementation may vary from industry to industry but the positive effect of using GHRM on sustainable marketing performance is comparable. By incorporating sustainability into their HR policies, organizations can better align with shifting consumer preferences, regulatory requirements, and market demand for sustainable practices, thereby maintaining their competitiveness in the future. The research also indicates that it is necessary to create an organization culture and values of sustainability, in which the employees are also the representatives of environmental sustainability. Last, Green HRM may be regarded as a strategic tool, a linkage between the in-house sustainability measures and the external performance in the marketplace, and a tool to achieve environmental sustainability and company growth. Further understanding of how industry and sustainability challenges could be useful in the future research of industry-specific dynamics and emerging challenges of sustainability.

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