
A STUDY ON GREEN HRM PRACTICES AT NARAYANA HEALTH

*¹Mrs. S. Janaki, ²Madhu Kiran A.

¹Assistant Professor, Department of Management Studies, Adhiyamaan College of Engineering. (Autonomous)

²MBA, Department of Management Studies Adhiyamaan College of Engineering, Hosur.

Article Received: 09 March 2026, Article Revised: 29 March 2026, Published on: 19 April 2026

*Corresponding Author: Mrs. S. Janaki

Assistant Professor, Department of Management Studies, Adhiyamaan College of Engineering. (Autonomous)

DOI: <https://doi-doi.org/101555/ijarp.6926>

ABSTRACT

In the evolving healthcare landscape, hospitals must balance quality patient care with operational efficiency, employee well-being, and environmental sustainability. Narayana Health has increasingly adopted Green Human Resource Management (Green HRM) practices to align HR functions with environmental goals. This study examines the implementation of Green HRM practices at Narayana Health Hospital, focusing on employee awareness, participation, and perceptions, as well as their impact on job satisfaction and workplace environment.

Primary data were collected through a structured questionnaire administered to hospital employees, supported by secondary data from relevant literature. The findings indicate that initiatives such as green training, paperless HR systems, waste management practices, and employee engagement in environmental activities positively influence employee awareness, motivation, and organizational climate. However, challenges including limited awareness, inadequate training, and resistance to change hinder effective implementation.

The study offers practical insights for healthcare administrators and HR professionals to enhance Green HRM practices and promote sustainable healthcare delivery.

KEYWORDS: Green Human Resource Management, Environmental Sustainability, Healthcare Industry, Employee Awareness, Eco-Friendly Practices, Organizational Performance.

1. INTRODUCTION

In today's complex healthcare environment, hospitals are required to balance high- quality

patient care with operational efficiency, employee well-being, and environmental sustainability. Growing concerns such as climate change, resource depletion, and stringent environmental regulations have made sustainability a strategic priority rather than an optional initiative. Healthcare institutions, due to their continuous operations and high resource consumption, hold significant responsibility in adopting environmentally responsible practices.

Environmental sustainability has become an essential component of organizational performance, leading to the integration of sustainable practices across business functions. In this context, Green Human Resource Management (Green HRM) has emerged as a strategic approach that aligns human resource practices with environmental objectives. Green HRM incorporates sustainability into key HR functions such as recruitment, training, performance appraisal, and employee engagement to promote environmentally responsible behaviour.

The relevance of Green HRM is particularly significant in hospitals, where efficient resource utilization and proper waste management are critical. Employees play a vital role in implementing environmental initiatives, as their awareness and participation directly influence outcomes. By fostering a culture of sustainability through green recruitment, training, and performance systems, healthcare organizations can reduce their environmental impact while enhancing overall efficiency and compliance.

2. REVIEW OF LITERATURE INDIAN STUDIES

Indian studies consistently highlight that Green HRM practices such as green training, eco-friendly policies, paperless systems, and energy conservation significantly improve environmental performance and employee commitment. Researchers like Sharma (2018), Singh & Kumar (2019), and Patel (2017) emphasize that HR plays a key role in promoting sustainability awareness and responsible employee behavior.

Studies (Gupta, 2020; Reddy, 2018; Mehta & Shah, 2019) further show that Green HRM enhances organizational efficiency, sustainability, and employee attitudes toward environmental initiatives. Leadership support and HR involvement are identified as critical for successful implementation.

Other research (Agarwal, 2019; Verma, 2018; Joshi, 2018) highlights the importance of training, awareness programs, and performance appraisal systems in encouraging eco-friendly behavior.

INTERNATIONAL STUDIES

International research indicates that Green HRM is a strategic tool for achieving environmental sustainability and organizational effectiveness. Studies by Renwick et al. (2013), Jackson et al. (2011), and Jabbour (2011) emphasize that HR functions like recruitment, training, and performance management significantly influence environmental practices.

Research (Daily & Huang, 2001; Mandip, 2012; Cherian & Jacob, 2012) highlights that employee involvement, leadership support, and organizational culture are essential for successful environmental management.

Further studies (Dumont et al., 2017; Tang et al., 2018; Yong et al., 2019) confirm that Green HRM improves employee eco- friendly behavior and environmental performance.

Additionally, findings (Boiral, 2009; Robertson & Barling, 2013; Norton et al., 2015) stress that training, motivation, and leadership drive sustainable employee practices.

3. RESEARCH GAP

Existing literature on Green HRM mainly focuses on manufacturing and corporate sectors, with limited attention to healthcare organizations, particularly hospitals. There is a lack of empirical research examining Green HRM practices in hospital settings, especially regarding employee awareness, perception, and participation in sustainability initiatives. Additionally, the impact of Green HRM on employee satisfaction, motivation, and the overall work environment in healthcare institutions remains underexplored, indicating a significant gap for further research.

4. RESEARCH OBJECTIVE

- To study the level of awareness of Green HRM practices among employees at Narayana Health Hospital.
- To examine the Green HRM practices adopted in the hospital.
- To analyze employee participation and motivation towards green initiatives.
- To assess the impact of Green HRM practices on employee satisfaction and work environment.
- To identify challenges in the implementation of Green HRM practices and suggest suitable measures for improvement.

5. RESEARCH METHODOLOGY

This study employs a descriptive research design to analyze Green Human Resource Management (Green HRM) practices at Narayana Health Hospital, focusing on the integration of environmental sustainability into HR functions and employee participation in green initiatives.

Data were collected from both primary and secondary sources. Primary data were obtained through structured questionnaires administered to 100 employees selected using convenience sampling, while secondary data were gathered from reports, journals, and existing literature.

The collected data were analyzed using percentage analysis, tabular and graphical methods, ANOVA, and Chi-square tests to ensure accurate interpretation. The methodology provides a systematic framework for evaluating the effectiveness of Green HRM practices in the healthcare sector.

6. DATA ANALYSIS

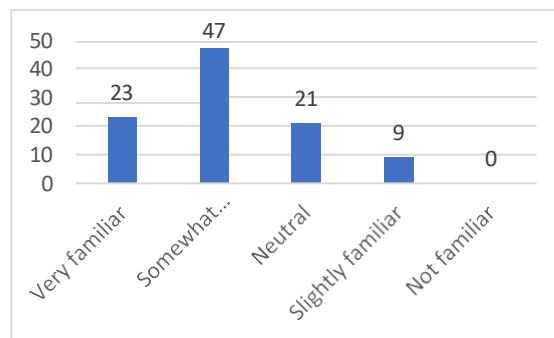


Figure 6.1: Awareness of Green HRM.

Interpretation:

A majority of respondents (47%) are somewhat familiar with Green HRM, indicating a moderate level of awareness. Around 23% are very familiar, while 21% remain neutral. Overall, most respondents possess at least a basic understanding of the concept.

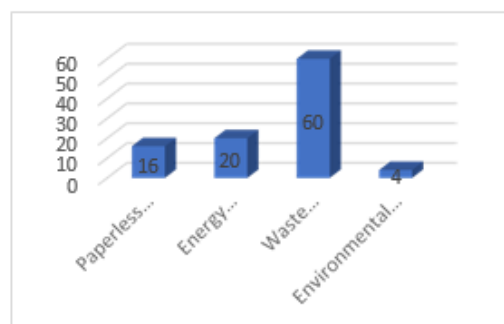


Figure 6.2: Most common Green Practices.

Interpretation:

A majority of respondents (60%) identify waste management as the most prominent Green HRM practice. This is followed by energy conservation (20%) and paperless documentation (16%), while environmental training (4%) receives the least attention. Overall, waste management is the key sustainability activity.

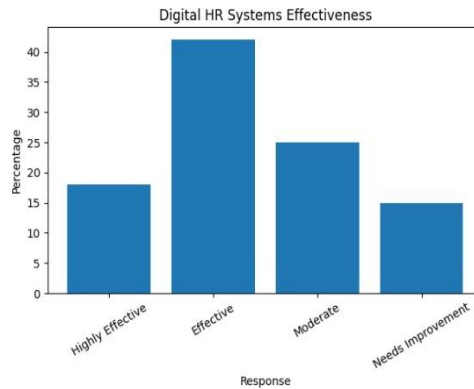


Figure 6.3: Training Exposure.

Interpretation:

A majority of respondents (64%) answered “No,” while 36% responded “Yes,” indicating a clear dominance of negative responses. Overall, the findings reflect an unfavorable opinion among respondents.

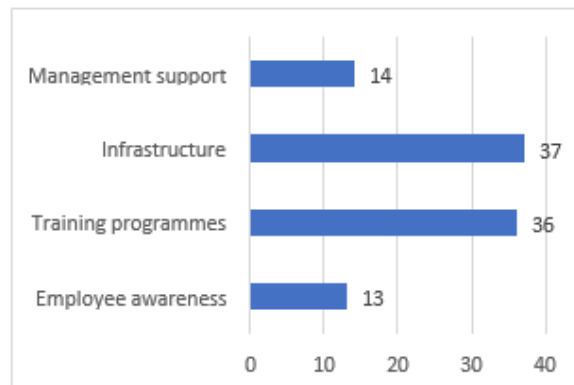


Figure 6.4: Areas for Improvement.

Interpretation:

The majority of respondents identify infrastructure (37%) and training programmes (36%) as the most important factors. Management support (14%) and employee awareness (13%) are considered less influential. Overall, infrastructure and training emerge as key priorities.

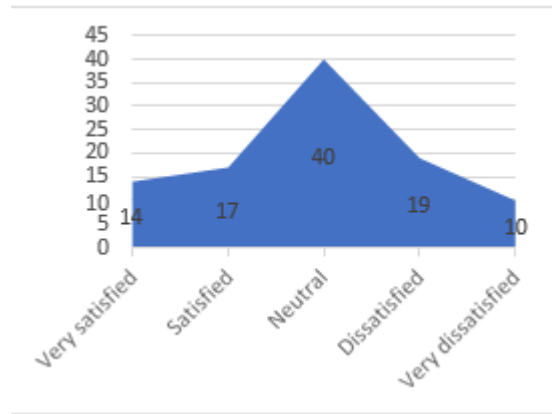


Figure 6.5: Overall Satisfaction.

Interpretation:

The majority of respondents (40%) are neutral, indicating an undecided level of satisfaction. Responses are mixed, with smaller proportions satisfied and dissatisfied. Overall, neutrality is the dominant trend.

7. FINDINGS

- Employees have moderate awareness of Green HRM practices.
- Training programmes are the primary source of environmental awareness.
- Waste management is the most commonly practiced green activity.
- Environmental training is limited, with many employees not receiving it.
- Employee participation in green practices is irregular and occasional.
- Hospital policies and management support are the main motivators.
- The effectiveness of environmental initiatives is perceived as average.
- Green HRM shows a moderate positive impact on awareness and job satisfaction.
- Infrastructure and training are key areas requiring improvement.
- Overall employee perception of Green HRM is mixed and largely neutral.

8. SUGGESTIONS

- Conduct regular environmental training programs for all employees.
- Introduce Green HRM awareness sessions through workshops and seminars.
- Improve internal communication about sustainability practices.
- Encourage formation of Green Teams/Committees in departments.
- Motivate employees to share ideas and suggestions for eco-friendly improvements.
- Promote paperless work systems and digital documentation.

- Provide time and flexibility for employees to participate in green initiatives.
- Increase employee engagement activities like tree plantation, campaigns, etc.
- Focus on building a green organizational culture in daily operations.

9. CONCLUSION

The study reveals that Green Human Resource Management (Green HRM) practices at Narayana Health Hospital are implemented at a moderate level, with key initiatives such as waste management, energy conservation, and paperless systems being practiced. However, the overall effectiveness of these initiatives is limited due to moderate employee awareness and inconsistent participation.

The findings indicate that while organizational policies and management support act as major drivers of green practices, employee motivation and cultural integration remain relatively low. A significant gap exists in terms of environmental training, which affects employee involvement and the overall success of Green HRM initiatives. Additionally, mixed responses regarding the effectiveness of sustainability measures highlight the need for better monitoring and structured implementation.

The study concludes that Green HRM has strong potential to improve environmental sustainability and organizational performance in the healthcare sector. To fully realize these benefits, organizations must strengthen training programs, enhance infrastructure, and encourage active employee participation. Integrating sustainability into the organizational culture and aligning HR practices with environmental goals will be essential for achieving long-term sustainable development.

10. REFERENCES

1. Sharma, R. (2018). Green Human Resource Management and Environmental Sustainability in India. Retrieved from ResearchGate.
2. Singh, A., & Kumar, P. (2019). Green HRM Practices in Service Sector Organizations. Retrieved from ResearchGate.
3. Patel, D. (2017). Impact of Green HRM on Employee Performance. Retrieved from ResearchGate.
4. Gupta, S. (2020). Green HRM and Organizational Sustainability. Retrieved from ResearchGate.
5. Reddy, K. (2018). Green HRM Practices in Healthcare Sector. Retrieved from ResearchGate.

6. Mehta, R., & Shah, N. (2019). Employee Attitudes towards Green HRM Practices. Retrieved from ResearchGate.
7. Kaur, H. (2017). Importance of Green HRM in Corporate Sector. Retrieved from ResearchGate.
8. Renwick, D., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda.
10. Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-Art and Future Directions for Green HRM.