



To cite this article: Ms. Deepthi J Gowdar and Dr. Kumara M R (2026). GREEN RECRUITMENT AND SELECTION, GREEN ORIENTATION, GREEN TRAINING AND DEVELOPMENT: A STUDY ON INDIAN CORPORATIONS, International Journal of Research in Commerce and Management Studies (IJRCMS) 8 (5): 438-447 Article No. 887 Sub Id 1413

GREEN RECRUITMENT AND SELECTION, GREEN ORIENTATION, GREEN TRAINING AND DEVELOPMENT: A STUDY ON INDIAN CORPORATIONS

Ms. Deepthi J Gowdar¹ and Dr. Kumara M R²

¹Research Scholar, Dept. of Studies in Commerce, Davangere University, Shivagangothri, Davangere

²Research guide, Dept. of Studies in Commerce, Davangere University, Shivagangothri, Davangere

DOI: <https://doi.org/10.38193/IJRCMS.2026.8529>

ABSTRACT

21st century is noticing several situations like growing environmental concerns, employee brand building and competitive advantage; all of these have encouraged the corporations to align the eco-friendly activities in human resource management practices. Green Human Resource Management practices have emerged as a strong response for these situations in corporations.

Increasing emphasis on Environmental, Social and Governance (ESG) standards, stricter environmental regulations and changing employee expectations have influenced younger professionals who consider environmental sustainability as top priority and are further influencing the adoptions of Green Human Resource Management practices in Indian Corporations.

The present study addresses the Green Human Resource Management practices in detail through descriptive and conceptual approach.

KEYWORDS: Green HRM, Green Recruitment and Selection, Green Orientation, Green Training and Development, Sustainable Environment Development, Indian Corporations.

1.1 INTRODUCTION

Deep rooted in the domain of Human Resource Management and Sustainable Development, Green Human Resource Management has emerged as a transformative approach in global level that integrates environment sustainability into traditional human resource management practices in the corporations thereby helping the corporations to achieve their business objectives with ecological initiatives. Green Human Resource Management emphasizes the role of employees as a key driver in inculcating the 'green' values in the human resource management practices like recruitment and selection, orientation, training and development, rewards, compensations, performance appraisals etc in the corporations.

Indian Corporations have earnestly adopted green human resource management practices to connect themselves with international sustainability standards and Environmental, Social and Governance (ESG) expectations. Among various green human resource management practices, green recruitment and selection, green orientation, green training and development are considered as preliminary elements in creating environmentally responsible corporations.

Green recruitment and selection attract employees who carry environmental awareness. Green Orientation familiarizes employees with environmental values. Green training and development enhance employee's environmental knowledge and environmentally responsible behavior.

The present paper aims to analyze Green Recruitment and Selection, Green Orientation, Green Training and Development practices in Indian corporations.

1.2 REVIEW OF LITERATURE

Several researchers have highlighted the growing importance of Green Human Resource Management in Corporations as follows:

P. Aranganathan (2018) examined green recruitment as an emerging dimension of Green Human Resource Management, particularly in the index of attracting and retaining environmentally conscious employees. It emphasizes on those organizations using their environmental policies and sustainability orientation as an important component of employee branding. Thus, this study establishes green recruitment not merely as an environmentally responsible human resource management practice but also as a strategic mechanism for developing a greener workforce in the organizations.

Paula and Ilaria (2020) systematically reviewed Green Human Resource Management practices individually. Green training and development and performance management received relatively greater attention while other practices remained under-presented.

Mamta and Arpita (2020) conducted an empirical study of Green Human Resource Management practices in Indian companies across IT, Banking, Finance, Consultancy, Engineering and Technology sectors. They found that Indian companies were adopting to Green Human Resource Management in varying activities. Among the green practices, green recruitment and selection, and green training and development were the most prominent practices, while green performance appraisal was comparatively less prevalent.

Ramneek, Kapil and Rahul (2022) conducted a systematic review of Green Human Resource Management practices as a predominant influencer of employee green skills and behaviors. They also

emphasized the integration of Green Human Resource Management with other organizational functions and its potential contribution to improved business outcomes.

Huirang and Teck (2023) opined that green recruitment and selection, green training and development, green performance management, green compensation and rewards and green employee involvement and empowerment are major practices of Green Human Resource Management practices. They also highlighted differences in theoretical approaches, measurements instruments and research contexts.

Akansha et al. (2023) emphasized that Green Human Resource Management should be connected with broader sustainability objectives rather than being treated merely as a collection of isolated Human Resource Management practices. This study also developed an integrative understanding of contribution of Green Human Resource Management practices to future organizational sustainability.

Anshima, Dipanker and Bhawana (2025) found that Indian organizations are increasingly adopting sustainable Human Resource practices due to policy mandates, organizational capabilities, employee empowerment and environmental knowledge. It is also found that Green Human Resource Management practices contribute to green mindsets, green innovation and green behavior of employees. They observed that individual Green Human Resource Management indicators have received relatively less independent examination.

Leanna Lawter and Petra Garnjost (2025) investigated the linkage of Green Human Resource Management on environmental performance, sustainable development, organizational performance and green innovation. The relationship between green human resource management practices and direct financial performance is less conclusive suggesting that financial benefits may occur indirectly through environmental performance, innovation and improvements in sustainability. It also identifies green recruitment and selection, green training and development, green performance management, green compensation and rewards and employee involvement as important green human resource management practices.

Zile Huma et al. (2026) examined the emerging relationship between Green Human Resource Management practices and Environmental, Social and Governance (ESG) through a systematic literature review. It specifically considers eco-friendly recruitment, training, performance management and employee involvement through which Human Resource Management can contribute to ESG performance.

1.3 RESEARCH GAP

Most of the existing studies have focused on in-depth studying of Green Human Resource

Management practices individually. There are limited research papers that simultaneously analyses the combination of Green Recruitment and Selection, Green Orientation and Green Training and Development in shaping employees 'green' behavior.

Furthermore, there are insufficient study regarding the challenges in implementing these Green Human Resource Management practices and its future opportunities within the Indian Corporations. Therefore, this study seeks to address these gaps by examining the conceptual framework of Green Human Resource Management practices: Green Recruitment and Selection, Green Orientation and Green Training and Development within Indian Corporations.

1.4 OBJECTIVES OF THE STUDY

1. To understand how the Green Human Resource Management practices have emerged in India.
2. To perceive the conceptual framework of Green Recruitment and Selection, Green Orientation and Green Training and Development.
3. To depict the green recruitment and selection practices implemented in Indian Corporations.
4. To describe the green orientation practices implemented in Indian Corporations.
5. To recognize the green training and development practices implemented by Indian Corporations.
6. To know the benefits and challenges of adopting Green Human Resource Management practices in Indian Corporations.
7. To analyze the future opportunities of Green Human Resource Management in Indian Corporations.

1.5 RESEARCH METHODOLOGY

The present study is descriptive and conceptual in nature. This study is based on secondary data collected from published articles, research journals, online data bases and academic sources.

1.6 EMERGENCE OF GREEN HUMAN RESOURCE MANAGEMENT IN INDIA

Green Human Resource Management refers to the systematic process of integrating environmental sustainability with human resource management practices.

It aims in imparting the eco-friendly behavior in employees thereby contributing in creation of an environmentally responsible workforce in the Indian Corporations.

It consists of Green Recruitment and Selection, Green Orientation, Green Training and Development, Green Compensation and Rewards, Green Performance Appraisal.

In India, Green Human Resource Management was originated largely as a result of growing environmental awareness, solidifying government regulations and corporation commitment to sustainable growth.

Over time, Indian Corporations have transformed their traditional Human Resource practices towards more environmentally conscious practices – once designed to support and strengthen the long lasting corporation success.

1.7 CONCEPTUAL FRAMEWORK OF GREEN HUMAN RESOURCE MANAGEMENT

Green Human Resource Management (Green HRM) integrates traditional human resource management practices with environmentally sustainable activities in the Corporations.

Many Indian Corporations have ensured the adoption and application of ‘green’ practices in their human resource management practices to highlight their contribution towards environment sustainability.

The conceptual framework of frequently used Green Human Resource Management practices in Indian Corporations is as follows:

- i. Green Recruitment and Selection
- ii. Green Orientation
- iii. Green Training and Development
- iv. Green Compensations and Rewards
- v. Green Performance Appraisal

This study primarily focuses on first three Green Human Management practices in Indian Corporations viz,

- i. Green Recruitment and Selection
- ii. Green Orientation
- iii. Green Training and Development

i. **Green Recruitment and Selection:**

Green Recruitment and Selection refers to the process of attracting and selecting the deserved candidates who possesses eco-friendly behavior and sustainability characteristics.

Green recruitment and selection has the following benefits:

- Reduced paper consumption
- Lesser recruitment costs
- Attracting ‘green’ candidates
- Improved corporate image

ii. Green Orientation:

Green Orientation refers to the process of introducing the employees to the environmental values and inducing the employees to them to opt eco-friendly practices in the corporate business activities.

Green orientation has the following benefits:

- Reduction of Carbon footprints
- Promotion of ecological workplace
- Improved employee environment behavior
- Optimal utilization of resources

iii. Green Training and Development:

Green Training and Development refers to the process of educating employees about environment and sustainability.

Green training and development have the following benefits:

- Develops environmental performance of employees
- Enhanced participation of employees in green initiatives

1.8 ADOPTIONS OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES BY INDIAN CORPORATIONS

i. Green Recruitment and Selection:

The corporations focus on environmental responsibility, right from the time of hiring employees by:

Mentioning sustainability commitments while giving job advertisements, conducting virtual interviews, recruiting the candidates who are environmentally aware and follow the eco-friendly practices, evaluating candidate on the basis of their 'green' behavior

Green Recruitment and Selection helps in building the eco-conscious workforce in the corporations.

ii. Green Orientation:

The newly employed candidates of the corporations receive orientation program that covers: Environmental policies of the respective corporate, optimal usage of resources, waste management guidelines, sustainable corporate practices, energy conservation goals and corporate green goals

Green Orientation ensures that the concept of environmental sustainability is assured from the first day of employment.

iii. **Green Training and Development:**

The corporations conduct regular environmental programs to its employees that involve:

Waste management, energy conservation, optimal utilization of resources, carbon footprint reduction and recycling practices

Green training and development help employees to imbibe the environment knowledge, skills and attitudes.

Most of the Indian Corporations have started following Green Human Resource Management practices already either directly or indirectly. To note,

Tata Consultancy Services (TCS) has incorporated Green Human Resource Management practices in its Human Resource Management practices through promoting Digital HR practices and virtual learning.

Infosys has incorporated Green Human Resource Management practices in its Human Resource Management practices by undertaking exclusive sustainability training sessions and e-learning activities.

Wipro has incorporated Green Human Resource Management practices in its Human Resource Management practices through conducting sustainable leadership initiatives and employee awareness programs.

1.9 BENEFITS AND CHALLENGES OF ADOPTING GREEN HUMAN RESOURCE MANAGEMENT IN INDIAN CORPORATIONS

BENEFITS OF ADOPTING GREEN HUMAN RESOURCE MANAGEMENT:

The benefits of adopting Green Human Resource Management practices in Indian Corporations are as follows:

1. Improved environment performance of Corporations.
2. Increased employee engagement and commitment on environmental sustainability.
3. Ensured optimal utilization of resources
4. Reduced operational costs
5. Contribution to Climate change and Sustainable development

CHALLENGES OF ADOPTING GREEN HUMAN RESOURCE MANAGEMENT:

1. Employees reluctance towards changes
2. Insufficient expertise
3. Inconsistency in implementations

4. Difficulties in measuring
5. Lack of funds

1.10 FUTURE OPPORTUNITIES OF GREEN HUMAN RESOURCE MANAGEMENT IN INDIAN CORPORATIONS

Indian corporations are expected to extensively consider and inculcate AI tools and digital HR technologies with their traditional human resource management practices to create environmentally responsible workplaces and workforces.

In future, Green Human Resource Management practices would have diversified applications in the concepts like: Digital learning and Automation, Environment Social and Governance (ESG), Employer branding and Employee Value proposition. It is likely to step forward from the basic initiatives to the advance environmentally sustainable decision makings thereby assuring competitive advantage to the corporations.

When the environmental sustainability becomes the concern, green behavior becomes the part of everyday corporate affairs.

The future research perspective of Green Human Resource Management is provided below:

Future Opportunities	Possible Research Focus
1. AI and Green Human Resource Management	Role of AI technology in measuring employee green behavior
2. Green Competencies	Identification and measurement of future green skills required for employees
3. Green Corporate Culture	Influencing the long-term environmental performance among the employees

1.11 FINDINGS, SUGGESTIONS AND CONCLUSION

Findings:

Majority of the Indian Corporations are increasingly adopting and following Green human resource management practices with the intention of building eco-conscious employees. The findings of the study are as follows:

1. Indian corporations are actively responding to global concerns by adopting green human resource management practices into their human resource management practices.
2. Green Recruitment and green training are most commonly implemented and widely used green human resource management practices.

3. Green Orientation enhances employee awareness and commitment to environmental and related issues.
4. Green training positively influences the employee green behavior and eco-friendly practices.
5. Resistance to change, financial crisis and lack of expertise still remains as the major problems for the implementations of green human resource management in India.

Suggestions:

Indian corporations should integrate the Green Human Resource Management practices systematically into recruitment and selection, orientation, training and development programs. The suggestions of the study are as follows:

1. Indian Corporations should assure that they integrate the sustainable strategies in their human resource management practices turning them into green human resource management practices.
2. Green training must be mandatory for all the employees in the corporations.
3. Green performance indicators should be included in employee appraisal systems.
4. Companies should consistently conduct environmental awareness programs.
5. Government and other regulatory authorities should encourage the implementation and usage of green human resource management practices in Indian Corporations by providing necessary support.

CONCLUSION:

Green Human Resource Management practices have become essential elements in Indian Corporations who are interested implementing the in eco-friendly practices in their regular Human Resource Management practices. Green Recruitment and Selection, Green Orientation, Green Training and Development play a crucial role in achieving sustainability goals and acquiring competitive advantage.

Green Human Resource Management practices contribute positively towards employee engagement and commitment towards environment, sustainable workplace behavior and corporate environmental performance. Lack of awareness among employees and resource constraints are creating difficulties in implementations of Green Human Resource Management practices in Indian Corporations.

Indian Corporations that use the green human resource management practices effectively and efficiently tend to gain corporate reputation and competitive advantage amidst the rest of the corporations.

1.12 BIBLIOGRAPHY

P Aranganathan (2018), GREEN RECRUITMENT: A NEW-FANGLED APPROACH TO ATTRACT AND RETAIN TALENT, *Interntional Journal of Business Management & Research (IJBMR)*, ISSN (P): 2249-6920; ISSN (E): 2249-8036, Vol. 8, pp: 69-76.

Paula Benevene and Ilaria Buonomo (2020), *Green Human Resource Management: An Evidence-Based Systematic Literature Review*, MDPI, doi: 10.3390/su12155974

Mamta Arora, Arpita Kaul (2020), GREEN HUMAN RESOURCE MANAGEMENT: AN EMPIRICAL STUDY OF INDIA, *Visegrad Journal on Bioeconomy and Sustainable Development*, DOI: 10.2478/vjbsd-2020-0012, Vol. 9,2020, no.2, pp:61-66.

Ramneek Kelsang Bawa, Kapil Kathuria and Rahul Dhiman (2022), *Green Human Resource Management: A Proposed Conceptual Model through Systematic Literature Review*, *The Electrochemical Society*, doi: 10.1149/10701.3429ecst, pp: 3429-3448.

Huirong Xie and Teck Chai Lau (2023) *Evidence-Based Green Human Resource Management: A Systematic Literature review*, MDPI, <https://doi.org/10.3390/su15140941>.

Akansha Joshi, Aakanhsha Kataria, Mansi Rastogi, Nicholas J Beutell, Shoeb Ahmad, Mohd Yusoff Yusliza (2023) , *Green human resource management in the context of organizational sustainability: A systematic review and research agenda*, *Journal of Cleaner Production*, ELSEVIER, <https://doi.org/10.1016/j.jclepro.2023.139713>.

Anshima, Dipanker Sharma and Bhawana Bhardwaj (2025), *Green human resource management practices and sustainable development in India: A systematic literature review and future research agenda*, *Social Sciences & Humanities Open*, ELSEVIER, pp: 2590-2911, <https://doi.org/10.1016/j.ssaho.2025.101420>.

Leanna Lawter and Petra Garnjost (2025), *Green Human Resource Management and Organizational Performance: A Systematic Review*, MDPI, <https://doi.org/10.3390/su17073132>

Zile Huma, Emma Garcia Meca, Jennifer Martinez-Ferrero, Nazim Hussain (2026), *Green Human Resource Management (GHRM) and Environment Social Governance (ESG): A Systematic Literature Review*, *Corporate Social Responsibility and Environmental Management*, WILEY, pp: 5475-5495, <https://doi.org/10.1002/csr.70436>.