RESEARCH ARTICLE

GREEN HRM IMPLEMENTATION IN KARNATAKA: SECTORAL ANALYSIS AND FUTURE PROSPECTS

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ARTICLE INFO	ABSTRACT
	Green Human Resource Management (Green HRM) is a growing strategic priority for organizations seeking to align their operations with sustainable development goals. In Karnataka—a diverse and economically vibrant state—businesses across sectors are gradually integrating eco-friendly HR practices. This study explores the current status, drivers, and barriers of Green HRM implementation across key industries in Karnataka, including IT, manufacturing, education, and healthcare. Using a mixed-methods approach involving survey data and interviews from HR professionals, the research reveals sector-specific trends and identifies gaps between awareness and execution. Findings show that while IT and education sectors show higher adoption levels, manufacturing and healthcare lag behind due to infrastructural and policy constraints. The study provides actionable recommendations for businesses, policymakers, and HR practitioners to scale sustainable HR initiatives in Karnataka, positioning Green HRM as a vital tool for future-ready organizations.

INTRODUCTION

With increasing pressure on organizations to adopt sustainable practices, the role of Human Resource Management is undergoing a transformation. **Green HRM**, an intersection of environmental sustainability and people management, focuses on reducing the ecological footprint of HR functions—such as recruitment, training, performance appraisal, and compensation—by integrating green values. Karnataka, a major industrial and technological hub in India, provides a compelling case for analyzing Green HRM implementation. The state's economic growth, urbanization, and resource consumption raise urgent environmental concerns. Thus, this study investigates how organizations across Karnataka are responding to sustainability challenges by adopting Green HRM practices.

LITERATURE REVIEW

Green HRM emerged in response to growing ecological crises and the need to embed sustainability into the organizational core. According to Renwick et al. (2013), Green HRM promotes practices such as green recruitment**,** environmental training**,** paperless HR processes**, and** green performance incentives. Jabbour & Santos (2008) emphasized the role of HR in shaping organizational culture toward sustainability. Further, Mandip (2012) argued that HR functions are key to promoting green awareness and behaviour among employees. In India, adoption of Green HRM is still in its

nascent stage (Yusliza et al., 2017), with large enterprises showing more interest than small and medium enterprises (SMEs). However, sector-specific research, especially from Indian states like Karnataka, remains limited.

This study addresses this gap by providing a comparative, industry-wise analysis.

Objectives of the Study

- To examine the extent of Green HRM implementation in key industries of Karnataka.
- To identify drivers and barriers affecting sector-specific adoption of Green HRM.
- To assess the future potential for scaling up Green HRM initiatives in Karnataka.
- To recommend strategic and policy-level actions for sustainable HR development.

RESEARCH METHODOLOGY

Research Design

A descriptive mixed-methods approach is adopted, combining quantitative data with qualitative insights.

Sample Design

- **Target Population**: HR professionals and employees from IT, manufacturing, healthcare, and education sectors in Karnataka.
- **Sampling Method**: Stratified purposive sampling.
- **Sample Size**:
  - **Quantitative:** 100 responses via structured online questionnaire
  - **Qualitative:** 8 in-depth interviews with senior HR managers

Data Collection Tools

- Green HRM adoption index (based on Renwick et al., 2013)
- Interview guide with open-ended questions on practices, challenges, and prospects

Data Analysis

- Quantitative data analyzed using descriptive statistics and cross-tabulation
- Qualitative data subjected to **thematic analysis**

Sectoral Analysis of Green HRM in Karnataka

Information Technology (IT) Sector

- **Adoption**: High
- **Practices**: Digital HR platforms, paperless offices, remote work policies, green recruitment, green events
- **Drivers**: Global standards, CSR integration, leadership vision
- **Challenges**: Sustainability fatigue, lack of employee engagement at grassroots

Manufacturing Sector

- **Adoption**: Moderate to Low
- **Practices**: Energy audits, waste reduction awareness, limited green training
- **Drivers**: Regulatory compliance, pressure from global supply chains
- **Challenges**: Cost constraints, outdated HR systems, lack of awareness

Healthcare Sector

- **Adoption**: Low
- **Practices**: Biomedical waste management training, minimal HR integration
- **Drivers**: Patient safety norms
- **Challenges**: Operational focus, lack of HR bandwidth, resource crunch

Education Sector

- **Adoption**: Moderate
- **Practices**: Green awareness drives, eco-clubs, paperless admissions, environmental training
- **Drivers**: Institutional mission and values
- **Challenges**: Informal implementation, absence of formal HR policy framework

Key Findings

Sector	Green Recruitment	Green Training	Green Appraisal	Green Rewards	Digital HR	Overall Adoption
IT	✔✔✔	✔✔	✔✔	✔	✔✔✔	High
Manufacturing	✔	✔	✘	✘	✔✔	Moderate
Healthcare	✘	✔	✘	✘	✔	Low
Education	✔✔	✔✔	✘	✘	✔✔	Moderate

DISCUSSION

The study confirms that Green HRM implementation is uneven across sectors in Karnataka. IT organizations are early adopters, largely driven by global benchmarks and sustainability mandates. Manufacturing units implement basic compliance-driven practices, but lack strategic HR integration. Healthcare remains the least evolved in terms of Green HRM, mostly due to resource allocation issues and focus on service delivery.

Common challenges include:

- Lack of HR-specific sustainability training
- Limited budget and management commitment in non-IT sectors
- Absence of state-specific Green HRM frameworks
- However, growing awareness and climate policy enforcement are opening new prospects.

Future Prospects for Green HRM in Karnataka

- **Government Support**: Policy incentives for green workforce development
- **SME Inclusion**: Green HRM toolkits and training programs for small businesses
- **Tech-Driven Practices**: AI-enabled HR systems for energy tracking and remote onboarding
- **Green Certifications**: Introducing state-level "Green Workplace" labels
- **Cross-sector Collaborations**: Universities, startups, and industries co-developing green HR models

Recommendations

- **Policy Development**: Introduce state guidelines for Green HRM practices
- **HR Training**: Capacity-building programs for HR professionals on green initiatives
- **Sector-Specific Roadmaps**: Tailored Green HRM frameworks for manufacturing, healthcare, and education
- **Public Awareness**: Campaigns promoting sustainability in HR and work culture
- **Monitoring & Evaluation**: Metrics and dashboards for tracking green HR initiatives

Limitations

- The sample is restricted to select districts and may not represent the entire state.
- Self-reported data may have response biases.
- Longitudinal impacts of Green HRM practices were not studied.

CONCLUSION

This study underscores the importance of Green HRM in Karnataka's transition toward sustainable industrial growth. While adoption is promising in sectors like IT and education, significant efforts are needed in manufacturing and healthcare. Leadership commitment, sector-specific policy support, and employee awareness are pivotal for driving meaningful change. Karnataka, with its tech-savvy ecosystem and progressive governance, holds strong potential to become a model state for Green HRM in India.

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