

# The Well-Being Nexus: A Strategic Perspective on ESG Practices, Green Human Resource Management on Employee Flourishing

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## ABSTRACT

*The present study examines the relationship between environmental , social and governance ( ESG) , Green human resource management ( GHRM) and workplace employee flourishing among employees working in various Organisations in Chennai and Tiruvallur District. Primary data were collected from 181 Employees through a structured questionnaire and analysed using spss software. The statistical tools used include Chi Square, Correlation , One Sample t Test , One Way Anova And Multiple Regression Analysis. The findings reveal a significant differences in GHRM across work experience groups. The correlation analysis shows significant positive relationship among ESG, GHRM and workplace employee flourishing. Regression analysis confirms that ESG and GHRM are significant positive predictors of workplace employee flourishing . the study concludes that strengthening ESG and GHRM practices can contribute to a sustainable workplace and enhance workplace employee flourishing.*

**KeyWords :** ESG, GHRM , Workplace Employee Flourishing

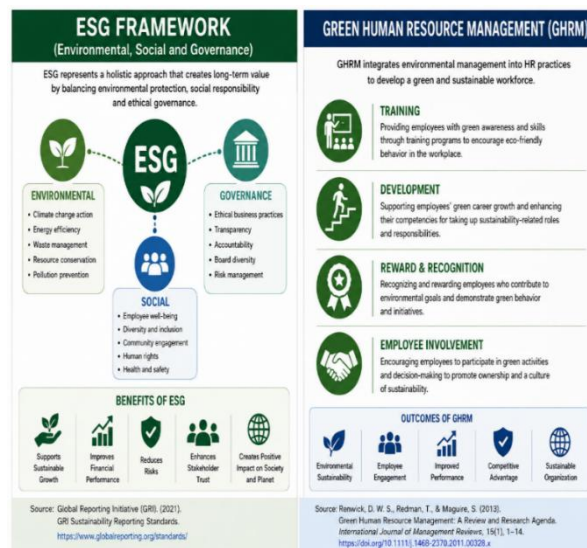
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## 1 INTRODUCTION :

In recent years , Organisations have increasingly recognised that long term success depends not only on financial performance but also on their ability to address environmental, social and governance (ESG) responsibilities. Growing concerns about climate change, social inequality, ethical business practices and stakeholder expectations have encouraged organisations to adopt ESG practices as an integral part of their business strategies. These practices help organisations improve their environmental performance , strengthen stakeholder relationships, enhance corporate reputation and ensure sustainable growth . As a result , ESG has become an important indicator of organisational responsibility and long-term value creation. At the same time, organizations are paying greater attention to the well being of their employees. Modern workplaces are expected to provide not only economic benefits but also opportunities for personal growth , meaningful work and positive psychological experiences. In this context, the

concept of employees flourishing refers to a state in which employees experience psychological well-being, positive relationships, engagement, personal development and a sense of purpose at work. Flourishing employees are more likely to be motivated , innovative committed and productive ultimately contributing to improved organisational performance.

To achieve sustainability goals, organizations must ensure that employees actively participate in environmental a social initiative. Green human resource management ( GHRM) has emerged as an effective approach to integrating sustainability into human resource practice management practices. GHRM includes activities such as green recruitment and selection, environmental training and development, green performance management, employee participation in sustainability initiatives and green reward systems. These practices encourage environmentally responsible behaviour while aligning employee's values with the organization's sustainability objectives.



Source: Renwick, Redman & Maguire (2013)& GRI Standards (2021/updated standards)

Although previous studies have examined the relationship between ESG practices and organizational performance, as well as the role of GHRM in promoting sustainable workplace behaviour, limited attention has been given to how these practices influence employee flourishing. Employees play a central role in implementing sustainability initiatives and their well being is essential for achieving long term organizational success. Therefore ,understanding how ESG practices contribute to employee flourishing through GHRM is important for both researchers and practitioners.

The purpose of this study is to investigate the connection between employee flourishing , green HRM and ESG practices. It specifically looks into whether GHRM acts as a conduit for ESG practices to improve worker's general flourishing and well being. The results of his study should add to the expanding body of knowledge on sustainable human resource management and offer useful advice to businesses looking to establish environments that are both sustainable and conducive to worker wellbeing.

## 2 REVIEW OF LITERATURE:

**Mahran et al. ( 2026 )** explain ESG as a framework covering environmental responsibility, social accountability and governance effectiveness in organisations. This study examines how broad

structure and diversity influence ESG performance and ESG disclosure quality. The authors highlight that diverse and independent boards can strengthen sustainability decision -making , transparency and corporate accountability. They also identify the need for further research on broader board characteristics , such as expertise and improving ESG outcomes.

**Gao et al.(2025)** explain that ESG a company commitment to environmental responsibility , social welfare and effective governance. Strong ESG practices improve transparency, stakeholder trust and decision making within organisations. ESG helps firms balance economic goals with environmental and social responsibility. Therefore, ESG can be understand as a framework for achieving long term business development.**Sultana et al. (2026)**this study explains the green human resource management is the integration of environmental sustainability into human resource practices. It includes green recruitment, green training and development , green performance appraisal, green rewards and employee involvement in initiatives and also this explains encourages employees o adopt environmentally responsible behaviours which improve organisational performance.**Ahmed et al. ( 2025)** this study found that GHRM practices especially green training and motivation, positively influence employee engagement and also showed a significant positive impact on environmental, economic and social

performance. **Verma et al. (2025)** explains that workplace flourishing refers to employees experience meaningful work, personal growth , positive relationships and over all wellbeing. It also helps understand how organizations can create supportive environments that enable employees to achieve better work outcomes.

### 3 CONCEPTUAL FRAMEWORK

#### 3.1 ● ESG

Environmental , Social and Governance (ESG) refers to the organisation approach to sustainable, responsible and ethical business practices. It encompasses three dimensions. Environmental responsibility focusses on reducing environmental impact , social responsibility addresses employees and other stakeholders and governance emphasises ethical conduct, transparency and accountability . in this study , ESG represents the organisations overall commitment to responsible and sustainable practices.

#### 3.2 ● GHRM

Green human resource management refers to the integration of environmental sustainability principles into human resource management practices. It includes practices such as green recruitment and selection, green training and development , green performance , rewards and employee involvement in environmental initiatives. In this study ghrm practices that encourage employees to adopt environmentally responsible behaviours and contribute to organisational sustainability.

#### 3.3 ● Workplace employee flourishing

Workplace employee flourishing refers to employees positive functioning and overall well being in the workplace. It reflects employees to learn, grow ,experience positive relationship. Workplace flourishing represents the extent to which employees experience positive personal and professional functioning within their work environment.

### 4 RESEARCH METHODOLOGY

The study adopted a descriptive and empirical research design to examine ESG practices , GHRM and workplace practices among employees in selected organisations in Chennai and Tiruvallur district. Primary data were collected from 181 respondents using a structured questionnaire with a five point likert scale through convenience sampling . ESG and ghrm were considered independent variable while workplace employee flourishing were the dependent variable. Data were analysed using IBM SPSS and reliability was assessed using Cronbach's alpha. Percentage analysis , chi square , one sample t test one way ANOVA , correlation and multiple regression were applied at a 5 % significance level.

### 5 OBJECTIVE

- To examine the association between gender and the level of Green Human Resource Management (GHRM) practices among employees.
- To examine the relationship between ESG practices, Green Human Resource Management (GHRM), and workplace employee flourishing.
- To assess the level of workplace employee flourishing among the respondents.
- To examine whether the level of GHRM practices differs significantly across employees with different levels of work experience.
- To determine the influence of ESG practices and Green Human Resource Management (GHRM) on workplace employee flourishing.

### 6. HYPOTHESIS

**H<sub>1</sub>** → There is a significant association between gender and the level of GHRM practices among employees.

**H<sub>2</sub>** → There is a significant relationship between ESG practices , GHRM and workplace employee flourishing.

**H<sub>3</sub>** → The level of workplace employee flourishing among the respondents is significantly different from the assumed level.

**H<sub>4</sub>** → There is a significant difference in the level of GHRM practices across employees with different levels of work experience.

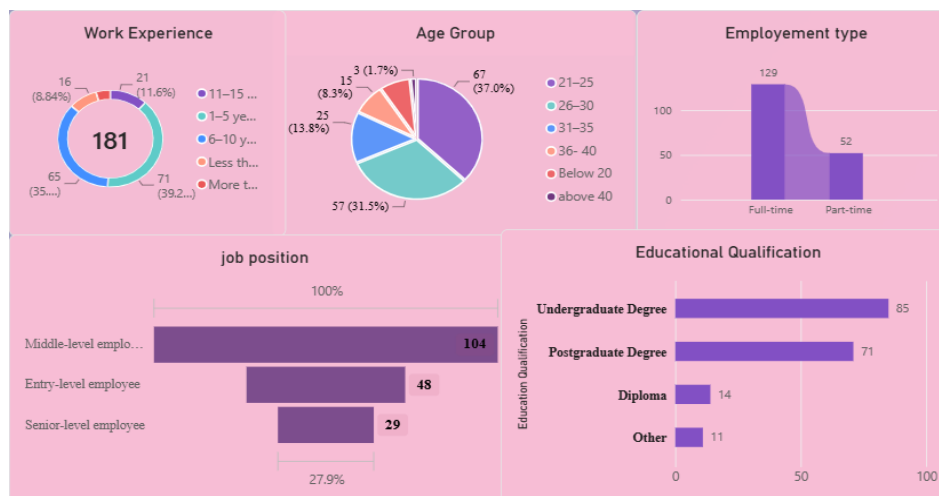
**H<sub>5</sub>** → ESG practices and GHRM have a significant influence on workplace employee flourishing.

## 7. ANALYSIS AND INTERPRETATION

### 7.1 STTISTICAL TOOLS

- Percentage Analysis

### 7.2 DEMOGRAPHIC PROFILE



The demographic profile of the respondents indicates that majority were aged 21- 25 years ( 37%), followed by 26 – 30 years ( 31.5 %). In terms of gender , 60.2% were male and 39.8% were female. Regarding educational qualification , 47% held an UG degree while 39.2% had a PG degree.

With respect to work experience 39.2 % had 1-5 years of experience followed by 35.9% with 6-10 years. In terms job position , 57.5% were middle level employees, while 26.5% were entry level and 16% were senior level employees. Finally 71.3% of the respondents were full time employees whereas 28.7% were part time employees.

### 7.2 DESCRIPTIVE STATISTICS

| Environmental Governance |      |      | Social |  |  | Green Management |      |      | Human Resource |  |  | Workplace Flourishig |      |       | Employee |      |     |
|--------------------------|------|------|--------|--|--|------------------|------|------|----------------|--|--|----------------------|------|-------|----------|------|-----|
|                          | Mean | Std  |        |  |  |                  | Mean | Std  |                |  |  |                      | Mean | Std   |          | Mean | Std |
| ESG 1                    | 4.5  | 0.69 |        |  |  | GHRM 1           | 4.13 | 0.89 |                |  |  | WEF 1                | 4.17 | 0.954 |          |      |     |
| ESG 2                    | 4.02 | 0.73 |        |  |  | GHRM 2           | 4.16 | 0.95 |                |  |  | WEF 1                | 4.14 | 0.905 |          |      |     |
| ESG 3                    | 3.78 | 0.89 |        |  |  | GHRM 3           | 3.62 | 1.01 |                |  |  | WEF 1                | 3.72 | 0.92  |          |      |     |
| ESG 4                    | 3.62 | 1.06 |        |  |  | GHRM 4           | 3.64 | 0.99 |                |  |  | WEF 1                | 3.57 | 1.09  |          |      |     |
| ESG 5                    | 3.45 | 1.16 |        |  |  | GHRM 5           | 3.6  | 1.05 |                |  |  | WEF 1                | 3.69 | 1.07  |          |      |     |
| ESG 6                    | 3.46 | 1.15 |        |  |  | GHRM 6           | 3.59 | 1.16 |                |  |  | WEF 1                | 3.75 | 0.95  |          |      |     |
| ESG 7                    | 3.56 | 1.13 |        |  |  | GHRM 7           | 3.8  | 1.02 |                |  |  | WEF 1                | 3.9  | 1.006 |          |      |     |

Source : primary data

### 7.3 RELIABILITY ANALYSIS

| No of items | Cronbach alpha based on standarised items | Cronbach alpha | Reliability |
|-------------|-------------------------------------------|----------------|-------------|
| 21          | .835                                      | .841           | Good        |

Source : primary data

The reliability analysis was conducted 21 items. The Cronbach's alpha value is 0.841 is above the acceptable threshold of 0.70 , the scale demonstrates

good internal consistency and reliability. This indicate that the 21 items consistently measure the intended construct and are suitable for further statistical analysis.

| GENDER | LEVEL OF GHRM |              |              | TOTAL         | CHI SQUARE<br>VALUE $\chi^2$ | P VALUE |
|--------|---------------|--------------|--------------|---------------|------------------------------|---------|
| MALE   | LOW           | MODERATE     | HIGH         |               | 8.229                        | 0.016   |
|        | 5<br>(4.6)    | 39<br>(35.8) | 65<br>(59.6) | 109<br>(60.2) |                              |         |
| FEMALE | ---           | 39<br>(54.2) | 33<br>(48.5) | 72<br>(39.8)  |                              |         |
| TOTAL  | 5<br>(2.8)    | 78<br>(43.8) | 98<br>(54.1) | 181<br>(100)  |                              |         |

### 7.3 CHI SQUARE

Source : primary data

The chi square test was employed to examine the association between gender and the level of green human resource management. The results indicate a chi square value of 8.229 with 2 degree of freedom and a p value 0.016. as the p value is less than the 0.05 level of significance , the association is

statistically significant. Therefore , the null hypothesis is rejected , indicating that the value of GHRM varies significantly according to gender. This findings suggests that gender is significantly associated with the level of GHRM practices among the respondents

### 7.4 CORRELATION

| VARIABLES                      | ESG     | GHRM    | WORKPLACE EMPLOYEE FLOURISHING |
|--------------------------------|---------|---------|--------------------------------|
| ESG                            | 1       | 0.452** | 0.475**                        |
| GHRM                           | 0.452** | 1       | 0.474**                        |
| WORKPLACE EMPLOYEE FLOURISHING | 0.475** | 0.474** | 1                              |

Source : primary data

The correlation analysis indicates that ESG,GHRM and workplace employee flourishing are positively and significantly correlated with one another. ESG has a moderate positive correlation with GHRM (  $r = 0.452$ ,  $p > 0.01$  ) and moderate positive correlation with workplace employee flourishing (  $r = 0.475$ ,  $p >$

0.01) . GHRM shows a moderate positive correlation with workplace employee flourishing (  $r = 0.474$ ,  $p > 0.01$  ) . these findings indicate that higher levels of ESG and GHRM are associated with higher levels of workplace employee flourishing. Overall, the results establish significant positive relationships among all three study variables.

## 7.5 MULTIPLE REGRESSION ANALYSIS

| Variables | B      | SE    | Beta ( $\beta$ ) | t-value | p-value  |
|-----------|--------|-------|------------------|---------|----------|
| Constant  | 10.302 | 1.877 | —                | 5.489   | <0.001** |
| ESG       | 0.318  | 0.068 | 0.328            | 4.707   | <0.001** |
| GHRM      | 0.311  | 0.067 | 0.325            | 4.663   | <0.001** |

Source : primary data

### Model Summary

| R     | R Square | Adjusted R Square | F      | p-value  |
|-------|----------|-------------------|--------|----------|
| 0.557 | 0.310    | 0.303             | 40.045 | <0.001** |

Source : primary data

The multiple regression analysis shows that ESG and GHRM are significant positive predictors of workplace employee flourishing. The model has a multiple R of 0.557 indicating a moderate positive relationship between the predicted and observed values of workplace employee flourishing. The  $R^2$  value of 0.310 indicates that ESG and GHRM jointly explain 31% of variation in workplace employee flourishing. The overall model is statistically significant ( $F = 40.045$ ,  $p < 0.001$ ). ESG has a

positive and significant relationship with workplace employee flourishing ( $\beta = 0.328$ ,  $t = 4.707$ ,  $p < 0.001$ ). GHRM has a positive and significant relationship with workplace employee flourishing ( $\beta = 0.325$ ,  $t = 4.663$ ,  $p < 0.001$ ). the standardised beta for esg (0.328) is slightly higher than GHRM (0.325), ESG is slightly stronger predictor of workplace practices. Overall, the findings indicate that higher level of ESG and GHRM are associated with better workplace employee flourishing.

## 7.6 ONE WAY ANNOVA

| GHRM           | Sum of square | df  | Mean square | F     | p     |
|----------------|---------------|-----|-------------|-------|-------|
| Between groups | 253.855       | 4   | 63.464      | 3.547 | 0.008 |
| Within groups  | 3149.084      | 176 | 17.893      |       |       |
| Total          | 3402.939      | 180 |             |       |       |

Source : primary data

One way anova was conducted to examine whether there is significant difference in ghrm among employees with different levels of work experience. The results indicate a between group of squares of 253.855 and a within a group sum of squares of 3149.084. the calculated F value is 3.547 with 4 and

176 degrees of freedom. The p value is 0.008, which is less than the 0.05 significance level. This indicates that there is a statistically significant difference in GHRM scores across the different experience groups. So the null hypothesis is rejected, indicating that employees work experience has a significant association with their GHRM scores.

## 7.7 ONE SAMPLE T TEST

| VARIABLE                       | MEAN  | STD  | Mean difference | t     | df  | p      |
|--------------------------------|-------|------|-----------------|-------|-----|--------|
| Workplace Employee Flourishing | 26.93 | 4.15 | 5.9             | 19.24 | 180 | <0.001 |

Source : primary data

The results show a mean score of 26.93 with a standard deviation of 4.15. The observed mean difference is 5.90, with a t value of 19.24 and 180 degree of freedom. The result is statistically significant ( $p < 0.001$ ), indicating that the mean level of workplace employee flourishing is significantly higher than the hypothesised value. Therefore, the null hypothesis is rejected, confirming a statistically significant level of workplace employee flourishing among the respondents.

## 8 SUGGESTIONS

- Organisation should strengthen ESG practices as the study found that ESG has a significant positive relationship with workplace employee flourishing
- Organisation should improve green human resource management practices, including green training and development, green performance management and green rewards to enhance employee flourishing
- Gender is significantly associated with GHRM, organisation should provide equal opportunities for both male and female employees to participate in green HR initiatives.
- Work experience shows a significant difference in GHRM, organisations should provide appropriate green training and development programmes based on employees experience levels.
- Organisations should integrate ESG and GHRM practices, as both variables significantly predict workplace employee flourishing and jointly explain 31% of its variation.

## 9 LIMITATIONS

- The Study Was Conducted With A Sample Of 181 Respondents, Which May Limit The Generalisation Of The Findings To A Larger Population.
- It Also Relied On Self Reported Data Which May Be Subject To Personal And Variations In Respondents Perception
- The Study Considered Mainly ESG And GHRM As Predictors Of Workplace Employee

Flourishing, While Other Influencing Factors Were Not Included.

## 10 FUTURE SCOPE

- This can use a larger sample size covering employees from different industries and organisations to improve the generalisability of the findings
- It adopts a longitudinal approach to examine the long term impact of ESG and GHRM on workplace employee flourishing
- It can examine mediating and moderating variables to obtain a deeper understanding of the relationship between ESG, GHRM and workplace employee flourishing
- Future studies use structural equation modelling to develop and test an integrated model of ESG, GHRM and workplace employee flourishing

## CONCLUSION

The study concludes that ESG and GHRM have significant positive relationship with workplace employee flourishing. The findings show that both ESG and GHRM significantly predict employee flourishing, while gender and experience also show significant associations with GHRM. Overall, strengthening ESG and GHRM practices can contribute to a more supportive, sustainable and flourishing workplace.

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