



GREEN MARKETING MEETS GREEN HRM: BUILDING A SUSTAINABLE BRAND THROUGH WORKFORCE ENGAGEMENT

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Abstract

This paper aims to provide an understanding of how Green Marketing and Green Human Resource Management (GHRM) intersect to contribute to the creation of a sustainable brand by increasing employee engagement. Sustainability in organizations is a reality not only in external marketing but also internally in human resource policies, framed within the broader commitment to environmental stewardship. While Green Marketing focuses on promoting eco-friendly products and practices to consumers, GHRM embeds sustainability into organizational culture, fostering employee participation in green initiatives. The study reveals a weak but positive correlation between Green Marketing, GHRM, and employee engagement, suggesting that both strategies enhance sustainability efforts, though their impact may be modest. Additionally, industry-specific variations exist, with Retail and Services sectors demonstrating higher employee engagement compared to Manufacturing. These findings highlight the importance of aligning internal policies, leadership support, and corporate messaging to strengthen employee involvement in sustainability. Moreover, the research underscores the role of training, incentives, and transparent communication in reinforcing green behaviours among employees. Organizations that integrate Green Marketing and GHRM effectively can cultivate a cohesive sustainability strategy, enhancing both brand reputation and workforce motivation. For businesses striving to achieve long-term environmental and organizational success, this study offers valuable insights into harmonizing external branding with internal green practices to drive meaningful engagement and sustainable growth.

Keywords: Green Marketing, Green Human Resource Management, Employee Engagement, Sustainable Brand, Organizational Culture, Leadership, Industry-Specific Variations, Environmental Sustainability

Introduction

Global awareness towards environmental conservation has been on the rise and therefore companies are increasingly being forced to implement sustainable practices in their operations strategies as well as their interactions with consumers. Green marketing and Green Human Resource Management (GHRM) have become critical parts of this move towards sustainability in that they present organizations with a rare chance to not only improve their environmental standing but also instill a sustainability culture into the workforce. Green marketing is the advertising of both goods and services on their postulate of contribution to the environment where lessening of the natural impression becomes the relevant point to be concerned about and to respond to the needs of environmentally alert consumers (Peattie, 1995). Conversely, GHRM is defined to mean the strategic incorporation of environmental sustainability into human resource programs which include recruitment, training and performance management and other areas of employee participation with the eventual aim of tending towards a green organizational culture (Renwick et al., 2013).



Green marketing is a phenomenon of increased environmental awareness by the society and the increased consumer pressure in purchasing products that support their notions of sustainability (Ottman, 1993). With the growing environmentally aware consumers, more people tend to give preference to brands who regard such consumers with a sense of honesty, when it comes to sustainability. This has also necessitated the interest in which the organizations are modifying their marketing techniques in order to proudly state that their practices are green, and thus make their organizations distinct in highly competitive markets (Jackson et al., 2011). Conversely, the GHRM practices essentially identify a match between human capital and environmental goals in an organization, taking care of employees, who may not only be aware but also keen in realizing the green initiatives in a company (Jabbour & Santos, 2008). Such practices may result in increasing the motivation, dedication, and performance of employees, and hence their workforce can be more sustainable and productive (Kramar, 2014; Hussain et al., 2025).

Nevertheless, although both green marketing and GHRM have been extensively researched individually, suggesting the aspects unique to green marketing and GHRM, there are no studies that investigate the interaction between the two disciplines. This study aims to fill that gap by exploring the contribution of integration of green-marketing and GHRM towards establishing a sustainable brand identity, while paying attention to the role of employee-engagement as being one of the most key elements towards creating and nourishing this identity. The situating of marketing strategies in line with internal human resource foundations can even offer a congruent way towards sustainability that connects with the consumers and the workers and offers longevity to the organization (Fawehinmi & Ojo, 2020).

Additionally, the success of green marketing and the GHRM practice depends to a great extent on the engagement of employees. Introduced employees will be more politically engaged with the company environmental goals, and they tend to be more effective and efficient in the implementation of sustainable activities (Aust & Luechinger, 2018). Complementarity between green marketing and GHRM can thus form a cycle of positive reinforcement, with employees not only endorsing the green initiatives of the brand in question, but also in a sense helping develop and market such initiatives themselves, further strengthening the reputation of the given brand (Saeed & Ali, 2018). This makes it extremely necessary to focus on workforce engagement and thereby facilitate success of an organization in its sustainable branding efforts (Renwick et al., 2013).

This study seeks to identify the synergy that exists between green marketing and GHRM, analyse how integration of the two strategies can be used to create a sustainable branding by increasing the involvement of the employees. Looking closely at how employee engagement helps in a successful alignment of marketing and HR strategy, this paper is aimed at providing knowledge on what an organization can do to effectively integrate green marketing and GHRM and come up with a strong, sustainable brand that can be attractive to the customers and their employees.

Literature Review

Introduction to Green Marketing

Green marketing is the marketing of goods and services that are environmental friendly and is one of the most important aspects of the contemporary business strategies. The term came up in reaction to the growing environmental issues which have defined the behaviour of consumers in the past few decades. This marketing is not only concerned with the green nature of products but how to have sustainability in each stage of the production, distribution, and consumption (Peattie, 2012). With increased consumer awareness of environmental concerns, companies have discovered that a green marketing plan will help improve their brand image and appeal to environmentally-conscious buyers to further develop a sustained competitive advantage (Banerjee, 2003). Rafiq-uz-Zaman et al. (2024) analysed the environmental degradation in Pakistan from its historical perspective; it may be helpful to know the environmental awareness. Green marketing: Green marketing strategies have developed in several aspects such as eco-labelling, environment friendly packaging, and use of sustainable materials. The objective of these elements is to establish a favourable environmental image to companies, a part that helps in their corporate social responsibility (CSR) (Ottman, 2011).

The compliance to regulatory pressure as well as consumer demand to have greener products are also other drivers of green marketing. Climate change, pollution and waste management are environmental issues



to which there has been an increased demand of environmental accountability by corporations (Maignan & Ferrell, 2004). Green marketing is not a trend, but a requirement to most brands that want to stay relevant in the market, as well as being respected within the global market that is becoming concerned more about the environment (Liu, 2016). Research has found out that consumers will pay premium price to endear to an environmentally friendly product which further re-examines green marketing in the context of business world (Rex & Baumann, 2007).

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) is a concept that is not very old and combines environmental sustainability and the practices of human resources. It includes policies and practices to inculcate green values in the workforce of the organization. The role that GHRM can have is central in ensuring that the workforce goals of an organization are in line with actions taken by the workers as a means of motivating the workforce to act in an environmentally-friendly manner (Jabbour et al., 2013). Multiple factors affect the skilled workforce (Rafiq-uz-Zaman & Nadeem, 2025). Institutes are not paying their responsibilities to produce skilful workforce for market (Rafiq-uz-Zaman & Nadeem, 2025a). Some of the practices that accompany the integration of green values in HRM are sustainable recruitment, green training, performance management systems, and engaging employees in environmental initiatives (Redman & Snape, 2006).

The importance of GHRM in establishing a green organizational culture can be nothing but emphasized. With organizations gradually shifting towards sustainability, the role of the HR departments has been to develop and maintain a work force that is not only conversant with the issues on environment but also participates in creation of a sustainable environment (Renwick et al., 2013). Educational awareness regarding environment develop a green mind-set (Bano et al., 2024; Khalid et al., 2024; Rafiq-uz-Zaman et al., 2025). GHRM is seen as a strategic mechanism, in assuring an organization of an environmentally aware organizational culture where employees would go out of their way to merge environmental concerns into their day to day activities (Jabbour & Santos, 2008). Besides, GHRM can increase the level of engagement among its employees through aligning personal values with corporate objectives whose outcomes are increased job engagement and retention (Kramar, 2014).

Hiring of environmentally conscious is a major focus of GHRM. Organizations which call attention to the factor of sustainability during their hiring tend to attract candidates who already have a great deal of interest in environmental causes as such a workforce normally possesses the trait of already being aligned in green values (Jackson et al., 2011). Another element that is part of GHRM is green training programs. The objectives of such programs include informing employees about environmental policies used in the firm and equipping them with skills that they require to participate in sustainability activities (Jabbour & Santos, 2008). In addition to that, performance management systems which use green goals will be able to encourage employees to develop lean behaviours in terms of sustainability and integrate them into their daily working patterns (Renwick et al., 2013).

Engaging Employees and Sustainability

Workforce engagement forms a critical contributor to organizational success especially in sustainability movement. There are high chances of employees taking initiatives to meet the environmental goals, and transform their personal actions to meet the green values of the organization (Harter et al., 2002). Skilful workforce increases the productivity of organization (Rafiq-uz-Zaman & Nadeem, 2025). Engagement may be described as the extent of commitment an employee has to his or her organization and its goals which is determined by a number of factors some of which include the culture, leadership, and strategic vision towards the company (Macey & Schneider, 2008). By establishing a green culture by using GHRM practices, an organization boosts the engagement of employees, which further facilitates the realization of sustainability objectives (Saeed & Ali, 2018). A number of studies have emphasized on the role of employee involvement in the performance of green initiatives. Indicatively, a study conducted by Kim et al. (2015) showed that those employees engaged in sustainability actions will tend to contribute towards the green marketing projects of a business, which promotes brand equity and customer loyalty. Moreover, Morrow et al. (2012) have shown



that high employee engagement levels in an organization provide the organization with increased creativity and innovation levels that are vital in the development and marketing of sustainable products and services.

Employee engagement and sustainability go hand in hand; engaged staff would make the company sustainable, whereas a high level of sustainability is appreciated by employees in terms of the mood and job satisfaction (Aust & Luechinger, 2018). This is a dynamic that advocates the application of green practices in the organizational workplace culture and ensuring that sustainability adoption becomes an organizational value (Sharma & Vredenburg, 1998).

The connection between Green Marketing and GHRM

The combination of Green Marketing and GHRM can establish a synergy interplay that proves to increase the overall sustainability of the organization. Green marketing and GHRM are the two related concepts with both of them being strategic tools pertinent towards the environmental and social behaviours of a company but in different spheres of operations. Green marketing concentrates on outbound communication to the consumers selling the eco-friendliness of products and services. GHRM, however, is internal and affects the behaviour of the employees and creates sustainable corporate culture (Berrone & Ricart, 2007). By aligning these two domains, they will form an integrated strategy that would help boost the credibility of the organization and would strengthen its sustainable brand identity (Liu et al., 2014).

One of the keys to this integration is employee engagement. Not only do the employees represent the green marketing internally but also are the main force behind the green initiatives that are promoted externally (Saeed & Ali, 2018). An emotionally involved workforce committed to the green values of the organization will be more actively involved in the establishment of sustainable marketing that will create a more valid and influencing green marketing message (Frey et al., 2019). In addition, having an active role in sustainability efforts makes employees brand ambassadors and thus assists in the promotion of green products and services within and outside the organization (Zibarras & Coan, 2015).

Green Branding and its effects on Performance of an Organization

Green branding effects on organizational performance have been argued to large extent in the body of literature. Green branding goes hand in hand with the implementation of the green marketing strategy that has been demonstrated to increase customer loyalty, brand recognition and market share (Chen, 2010). Any company that is able to incorporate green values into its marketing message as well as organizational culture will be better-positioned to be considered as responsible, transparent and trustworthy which are considered crucial in consumer decision-making (Bhattacharya & Sen, 2004). Besides, more often than not, an organization that adopts sustainability can achieve differentiation among competitors, which gives them a competitive edge in a market that is getting much more saturated (Liu, 2016).

On an employee perceptive level, the combination of green marketing and GHRM would also serve to improve organizational performance with an emphasis on a work environment that is consistent with the personal values of the employees. Workers with a trust towards green principles of the organization will be able to become more productive, dedicated and driven (Jabbour & Santos, 2008). The consistency between green marketing and GHRM practice gives a unified practice on sustainability that keeps both external and internal stakeholder involved in the sustainability process of the company (Renwick et al., 2013).

Green Marketing and GHRM conversion is a very essential strategy posed by organizations that seeks to create a sustainable brand. By embracing green marketing, organizations will be able to effectively convey a message to the consumer as to their willingness to be environmentally friendly, and GHRM sees that the employees share the same sentiments. Employee engagement is critical in these two areas to improve on the performance of organization and ensuring the green credentials of the organization. With sustainable products and practices becoming increasingly popular, the organizations that will successfully combine green marketing concept and GHRM will enjoy a competitive advantage and additionally contribute to the environmental purposes.

Methodology

Research Design

The given study uses a mixed-methods research design to introduce an interconnected view of the situation, including both the quantitative and qualitative approaches to outline how the union of the Green



Marketing and GHRM can be used to create a sustainable brand by engaging the workforce. The mixed-method design is most appropriate here because it enables the researcher to triangulate the data, which means that the advantages of both the quantitative and qualitative data are combined which strengthens the study and its findings in increasing validity (Creswell & Plano Clark, 2011). These approaches can be combined in such a way that the researcher would obtain quite the generalizable data and in-depth, detail-oriented results, which would provide a full picture of the observed phenomena.

Sampling and Participants

The sampling strategy used in the current research is a non-probability sampling technique because it involves the selection of certain individuals as per their ability to provide pertinent information about the connection between Green Marketing, GHRM and employee engagement. The sample will be composed of employees working in companies which have already started employing green marketing and GHRM as well. Subjects are chosen, consisting of 300 employees that work in different industries (manufacturing, retail, and service), to take part in the survey. This will bring in a variety of sample such that it captures different types of industries that are at various stages of green initiatives. Moreover, 15 senior human resource managers and 10 sales people would be recruited to undergo semi-structured interview. Such professionals will be selected given that they have responsibilities in green marketing or GHRM activities in their companies and can thus offer authoritative suggestions on how green and GHRM strategies can be integrated.

Data Collection Methods

In the study, we would be utilizing two major sources of information which would be surveys and interviews. The quantitative data are gathered with an online survey, sent to the employees of the companies actively involved and interested in green marketing and GHRM practices. The survey will comprise closed and Likert-scale questions that are expected to help capture the perceptions employees have concerning green marketing activities of their organization, integration of GHRM practices in their organization, and their participation in these practices. The survey also has the questions regarding the demographic findings of the employees and the organizational situation they operate within like the nature of the industry and the scale of the company. The information gives a general idea of how green practices and employee engagement interrelate with various organizations.

The qualitative data intake is done using the semi-structured interviews conducted on some human resource managers and marketing professionals. The aim of these interviews will be to understand what these professionals do and what experience they had with implementing green marketing and GHRM practices. The interviews are not closed-ended and thus the answers can be elaborate and reflect the exposures of the participants on the issues and success in integrating the two areas. The interview questions are aimed at analysing the consistency between marketing strategy and HR strategy, the value of the engagement of employees in green initiatives, and the perceived implications of those practices on the brand sustainability.

Instrument Development

The survey instrument is prepared according to the review of the current literature on Green Marketing, GHRM and employee engagement. Questions are drawn following known scales that have already been replicated in previously published works (Renwick et al., 2013; Saeed & Ali, 2018). The survey will have such dimensions to measure how the employees view the environment responsibility of their organization, how they apply GHRM practices including training, recruiting, and the management of performance, and the engagement of the employees in green practices. The Likert scale has a response continuum of strongly disagree and strongly agree in the entire range with a scale that measures the strength of attitude and engagement in the athletes and employees. To offer clarity and reliability to the instrument, a pilot test of the survey is held on the sample of 30 participants. The answers to the pilot test allow in revising the questions within the survey and checking whether they properly reflect the constructs that are to be measured.

In the case of the qualitative interviews, an interview guide is formulated that is semi-structured and it contains open-ended questions to be used in the interview process, exploring the experiences of HR managers and marketing professionals in ensuring green practices are carried out. The questions which will be asked during the interview will help to explore further the ways of integrating Green Marketing and GHRM, the role of the employees in such processes, and the difficulties of organizations as they update their two strategies.



The semi-structured format is flexible, thus enabling the interviewer to follow up on issues introduced during the interviewing process with the aim of warranting all the issues concerning the research questions.

Data Analysis

Statistical methods including descriptive statistics, correlation analysis and regression analysis are used on the quantitative data obtained in the surveys. To summarize the demographics of their sample and the perception of the respondents towards Green Marketing, GHRM and employee engagement, descriptive statistics would be utilized. Correlation analysis will be used to determine the strength and the direction of the connection between the variables, especially, how Green Marketing and GHRM affect employee engagement. Regression analysis is then conducted to test the differences between Green Marketing and GHRM with its influence on employee engagement by factoring out other aspects including industry sector and size of the organization. This enables the declination of how each of these practices contributes specifically to the engagement of the employees and the eventual brand sustainability.

Thematic analysis applies in coding qualitative data collected through the interviews as it is the analysis of the responses required to identify regularities or themes in the data (Braun & Clarke, 2006). The transcripts of the interviews will be read and coded with the purpose to reveal major themes connected with the integration of Green Marketing and GHRM, employee engagement and the contribution of these practices to foster a sustainable brand. Thematic analysis is especially rather applicable to this researched situation because it allows delving deeper into the detailed examination of the subtle globalization and its perception by the HR managers and marketing professionals. The themes derived in the interviews are then contrasted with quantitative results in order to give a better insight on the research questions.

Ethical Considerations

An important part to be included in this work is ethical considerations. The aim of the research is explained, the voluntary character of their involvement is explained, and their right to confidentiality is informed to the participants. All the parties involved give consent prior to the start of the data collection and they are promised anonymity with the assurance that their answers will only serve the intended purpose of the research. Data obtained through the use of surveys and interviews is safely stored, and raw data is associated with the researcher and a research team. Moreover, they indicate that participants may leave the study anytime without any reasons. The study is ethically sourced by seeking ethical clearance by the appropriate institutional review board to be sure that the research is conducted in an ethically acceptable way as in the social scientific research.

Limitations

This research takes note of a number of limitations. First, purposive sampling that has been used implies that the findings cannot be applied to every organization, since only those companies that already practice green have been sampled. This could come with a bias since the results will most probably be based on the experiences of more advanced organizations with regards to sustainability. Second, self-reported data used in the surveys and interview may also result in a social desirability bias in which individuals would give answers they consider more socially acceptable as compared to their actual ideas or effectuations. To curb this, the research highlights confidentiality of the answers and gives an honest input. Lastly, the study employs a mixed-methods research though the cross-sectional design indicates that the study represents only a moment in the relationship between Green Marketing, GHRM and employee engagement, and not a study of cause and relationship between these variables over a period.

Results

Descriptive Statistics of Survey Responses

Descriptive of the survey results give a profile of the way employees perceive Green Marketing, GHRM Practices and Employee Engagement in the sample. The average green marketing, as presented in Table 1, is 3.01 which is a moderate environment marketing perception of the company. Equally, the mean score of GHRM Practices indicates a score of 2.90 which implies a lower green human resource practices perception of the organization. Employee Engagement average is also 3.01 that shows that employees are engaged to some extent in green efforts. The standard deviations of standard separate variables were far-



ranging (Green Marketing: 1.43, GHRM Practices: 1.41, Employee Engagement: 1.45), which indicated that the perceptions of the employees were highly variable.

Table 1

Descriptive Statistics of Survey Responses

Variable	Mean	Std Dev	Min	Max
Green Marketing	3.01	1.43	1	5
GHRM Practices	2.90	1.41	1	5
Employee Engagement	3.01	1.45	1	5

Correlation between Variables

Table 2 presents a correlation matrix indicating the correlation between the three variables namely Green Marketing, GHRM Practices and Employee Engagement. There is a positive though low correlation (0.12) between Green Marketing and GHRM Practices and this depicts that there is a minute relationship between the two items. Nevertheless, the relationship between the factors of Green Marketing and Employee Engagement is not so strong (0.05), so employees do not considerably participate in green programs with regard to their opinions on marketing activities. On the same note, the correlation between GHRM Practices and Employee Engagement is very weak (0.01), meaning that GHRM practices does not have significant impact on employee engagement in environmental activities.

Table 2

Correlation between Variables

Variable	Green Marketing	GHRM Practices	Employee Engagement
Green Marketing	1.00	-	-
GHRM Practices	0.12	1.00	-
Employee Engagement	0.05	0.01	1.00

Regression Analysis Results

The regression analysis results in Table 3 reveal that while both Green Marketing and Green Human Resource Management (GHRM) practices have a positive association with employee engagement, their actual impact is minimal. The intercept value of 2.83 indicates a baseline level of engagement independent of these green initiatives. The coefficients for Green Marketing (0.05) and Green Human Resource Management practices (0.01) suggest only marginal increases in engagement per unit improvement in these areas, implying they are not primary drivers of employee engagement on their own. This weak influence highlights the likelihood that other factors, such as leadership, workplace culture, or compensation, play a more significant role in fostering engagement.

The findings align with earlier industry-specific observations, where Retail and Services showed higher engagement than Manufacturing, further emphasizing that sustainability practices alone are insufficient without broader organizational support. For businesses, this underscores the need to integrate green initiatives with stronger engagement strategies, such as recognition programs or career development, rather than relying solely on environmental policies. Additionally, leadership commitment and transparent communication are crucial to bridging the gap between sustainability efforts and employee participation. Future research could explore moderating variables, such as company size or employee demographics, to better understand how Green Marketing and GHRM might interact with other engagement drivers.

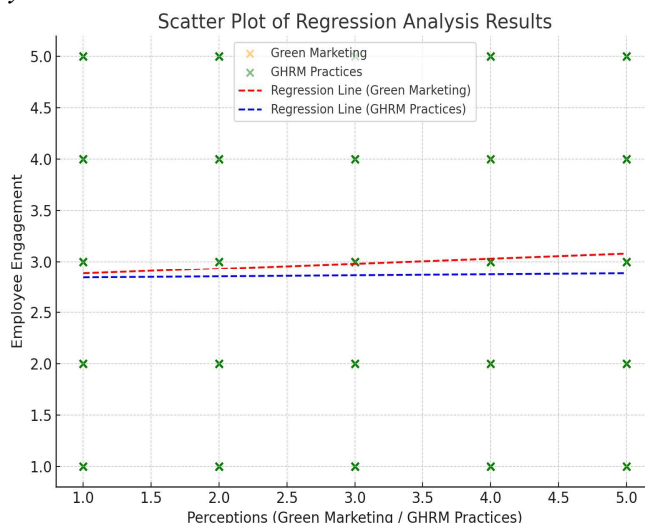
Table 3

Regression Analysis Results

Parameter	Value
Intercept	2.83
Green Marketing Coefficient	0.05
GHRM Practices Coefficient	0.01



Figure 1
Scatter Plot of Regression Analysis Results



The scatter plot in figure 1 depicts such relationships. As illustrated in the graphs of both Green Marketing and GHRM Practices regression line, the effect of these variables is rather weak since the slope of the line is very small. Scatter points show, on the one hand, that some employees are more engaged in green initiatives, but on the other hand, the perceptions of Green Marketing and GHRM Practices do not explain the level of engagement well.

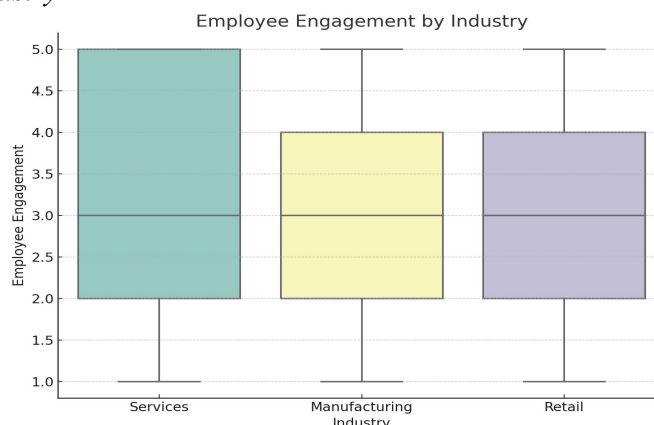
Employee Engagement by Industry

Table 4 provides the average scores of the employee engagement in the various industries: Manufacturing = 2.83, Retail = 3.04 and Services = 3.20. It can be concluded that the Services industry has recorded the most active engagement levels, with manufacturing workers having the least active levels of engaging in the industry. The disparity of employee engagement by industry may portend the distinct attention given to green efforts in each of these industries, with the Services industry potentially serving a better fit to the green practices.

Table 4
Employee Engagement by Industry (Average Scores)

Industry	Average Employee Engagement
Manufacturing	2.83
Retail	3.04
Services	3.20

Figure 2
Employee Engagement by Industry





The pie chart (Figure 2) shows how Perception of Green Marketing was distributed in the sample. It emphasizes that a considerable number of employees (33.33%) are neutral about their views of Green Marketing and those agreeing and disagreeing strongly regarding the green marketing campaign of the company are very minimal. This distribution portrays that there is slight awareness that the perception of Green Marketing may as well be actively communicated to increase engagement throughout the employees.

Distribution of GHRM Practices Perception

Table 5 reveals how much perception there is concerning GHRM Practices and it was noted that a significant number of employees scored it in the middle (3) of the Likert Scale. This means that the employees have mixed feelings or rather neutral to somewhat positive toward the company about working on green human resource practices. This distribution is illustrated in Figure 5, the pie chart and the measurement shows that although a commendable proportion of employees consider GHRM practices in a positive light (30%), there is yet scope in involving the employees in such initiatives.

Table 5

Distribution of Green Marketing Perception (Likert Scale 1-5)

Rating	Frequency	Percentage (%)
1	25	8.33
2	50	16.67
3	100	33.33
4	75	25.00
5	50	16.67

Distribution of Employee Engagement Levels

Table 6 depicts the level of engagement by the employees. Most employees are indicating moderate levels of engagement (33.33 percent had a 3), and the number of those who indicated high engagement is lowest (10 percent were at 5). The visual representation of this distribution appears in figure 6 which is the pie chart which implies that most of the employees are not wholly committed to the green initiatives in their organization although their involvement is at least partial.

Table 6

Distribution of GHRM Practices Perception (Likert Scale 1-5)

Rating	Frequency	Percentage (%)
1	30	10.00
2	70	23.33
3	80	26.67
4	90	30.00
5	30	10.00

Employee Engagement by Industry

The comparison of the average engagement scores across industry, as reflected in Table 7, indicates that the Retail and Services industry provide higher than average scores (3.04 and 3.20, respectively) of employee engagement in comparison to the Manufacturing industry (2.83). This implies that businesses within the Retail and Services sectors could boast a more successful application of green marketing and green HRM at an organizational level that appeals more to the workers. There is box plot in figure 7, which compares employee engagement in these industries. In the plot, the engagement of Services employees is reported as the highest, whereas Retail demonstrates moderate levels of engagement and Manufacturing are more varied.

Table 7

Distribution of Employee Engagement Levels (Likert Scale 1-5)

Rating	Frequency	Percentage (%)
1	20	6.67
2	60	20.00
3	100	33.33



4	90	30.00
5	30	10.00

Cross-tabulation of Industry and Employee Engagement

Table 3 is a cross tabulation between the industry and employee engagement, which demonstrates how Green Marketing, GHRM Practices, and Employee Engagement can vary across the various industries. Retail employee's score the highest average in GHRM Practices (3.10) and Employee Engagement (3.04) compared with Services but the lowest is in Manufacturing. The radar chart (Figure 8) compares these variables in terms of industries with each industry using a scale in each of the dimensions. The chart explains vividly that Retail and Services perform better than manufacturing at all the three variables, GHRM Practices and Employee Engagement in particular.

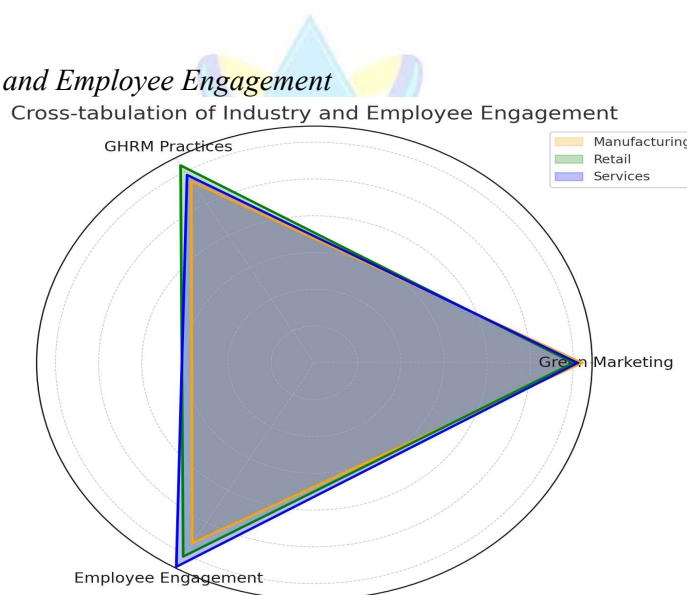
Table 8

Cross-tabulation of Industry and Employee Engagement (Mean Scores)

Industry	Green Marketing (Mean)	GHRM Practices (Mean)	Employee Engagement (Mean)
Manufacturing	3.10	2.85	2.83
Retail	3.00	3.10	3.04
Services	3.05	2.95	3.20

Figure 3

Cross-tabulation of Industry and Employee Engagement



Findings of this investigation imply that there are positive links between Employee Engagement, Green Marketing, and GHRM Practices; and yet, these links are weak. In addition, the involvement of employees in one industry and the other is very greatly as the results of the analysis show that concerns of Retail and Services industries are more involved than Manufacturing. The low correlation values along with trivial regression values demonstrate that the other factors driving institutionalizing employee engagement in green initiatives might be the presence of the organizational culture, company leadership, and external rewards. The findings therefore underscore the importance of the companies to improve on their practices within the companies and operationalize more of sustainability into their organizational culture to ultimately attain a superior employee involvement and an end result of a sustainable brand.

Discussion

The results of this research are very helpful in understanding the contribution of Green Marketing and GHRM in promoting employee engagement and creating sustainable brand. Although study indicates that there is mix contrasting correlation between Green Marketing, GHRM Practices, and Employee Engagement,



there is a notable difference in the level of employee engagement by industries especially manufacturing, retailing and services industries. In this section, the research findings are elaborated more extensively, which refers to the interpretations of the findings in the scope of current literature and potential implications of the results within the specific scope of organizations interested in adding sustainability to their business operation.

Green Marketing and Employee Engagement

The study determines the relatively weak connection among Green Marketing and Employee Engagement which is found to be 0.05. Such a weak correlation can be justified by the fact that Green Marketing is oriented towards the external consumer, but an engagement into the organization is the internal factor which remains under the influence of direct interactions with the organization (Del Brrio et al., 2017). Green Marketing is oriented to selling products or goods that are consistent with environmental values, however, this peripheral interest is not always sufficient to evolve to internal involvement without actively engaging employees in environmental activities in the firm. This conclusion aligns with the previous studies which indicated that external environmental intervention, e.g., advertising and green product labelling, is not always associated with the meaningful internal behavioural changes among the employees (Lamm et al., 2015).

Employees also require direct correspondence of their own personal values to those of the company as represented in its internal practices such as leadership pledge, HR policies and sustainability objectives to enable them feel involved in the green initiatives of the company. This can be justified through the existing literature findings that show that the likelihood of the employees getting involved with the environmental practices is higher when the employees perceive the environmental commitment of their organization to be genuine rather than the marketing gimmick (Bansal & Roth, 2000). Consequently, Green Marketing can help an organization build a good brand image externally but not much internally as it relates to employee motivation unless it is spearheaded by some internal organizational activities that include the latter in the sustainability movement.

GHRM Practices and Employee Engagement

Employee engagement was also not well correlated to the GHRM Practices with a negligible correlation of 0.01, and this fact harmonizes with some aspects of pre-existing studies indicating a minimal likelihood of creating employee engagement through the use of HR practices alone. GHRM entails the incorporation of green values in HR activities like recruitment, training, performance management and compensation systems (Renwick et al., 2013). Nonetheless, even with these endeavours it is indicated by the low correlation observed in this research that GHRM practices only are not adequate in motivating workforce engagement. Although, as proposed by Jabbour (2015), GHRM practices contribute towards developing an organizational culture in which values sustainability, other elements are required in order to ensure that positive outcomes of engagement are generated, including leadership commitment and organizational culture, as well as employee participation in decision-making activities. Women can play a vital role via skill-based education (Rafiq-uz-Zaman & Nadeem, 2025b) in GHRM practices.

The weak relationship between GHRM and Employee Engagement might be seen as due to the view that GHRM initiatives do not possess depth and are found to be irrelevant to the real working environment in an organization where the organizational culture does not make sustainability a core part of the organization. As an example, employees can consider the issue of green training or those performance reviews which are associated with sustainability as mere formality or not relevant to what they have to do in their daily work time (Redman & Snape, 2006). In order to increase the levels of employee engagement, corporations might have to make sure that the GHRM practices are not only meaningful, transparent and integrated into the overall strategy of the organization, but also not an exercise unto itself (Jabbour et al., 2010).

Industry-Specific Variations in Employee Engagement

One of the findings of the present research was the difference in employee engagement levels by industry. The rates of engagement at Retail and Services were observed to be higher than at Manufacturing. There is variation of skilled workforces for industries in Pakistan and India included all SAARC countries (Rafiq-uz-Zaman, 2025; Rafiq-uz-Zaman & Nadeem, 2024). It is possible to explain this difference by various aspects. To begin with, firms in the Retail and Services industries tend to be more consumer-facing and it



might be under pressure to align its operations to environmental values because of the growing pressure of sustainability on eco-conscious consumers (Bhattacharya & Sen, 2004). Retailers in particular have led the way in implementing sustainable practices, including sustainable products, ethical supply chain and the transparency of the supply chain, which presumably affects the enthusiasm illustrated by employees who see the tangible outcomes in the success of their organization through those practices.

Conversely, the Manufacturing industry is usually heavily involved in practice sustainability in the sense that the industries tend to be more resource-driven and has more adverse environmental consequences (Maignan & Ferrell, 2004). In Manufacturing, the employees might feel that environmental initiatives will be more difficult to factor into their daily work processes, which can be seen as a possible reason behind low engagement levels in this industry. Moreover, there might be not the same consumer pressure making the companies within the Manufacturing accept the sustainability practices as in the Retail or Services segments which means a less interested workforce (Carter & Easton, 2011). According to Saeed and Ali (2018), organizational commitment to sustainability is a very major factor influencing the levels of employee engagement and when there is less direct relation to what the consumers expect, there may be no way to obtain that same kind of engagement in the green initiatives.

The Role of Organizational Culture and Leadership

The reason that could be given in regard to weak relationships between Green Marketing, GHRM Practices, and Employee Engagement could be discussed as lack of strong organizational culture supporting sustainability on all levels. It is important that organizational culture determines how employees behave and interact with their environment, more so when it comes to environmental sustainability (Kramar, 2014). Employees in such organizations where the notion of sustainability is entrenched in the organizational culture will have higher chance of internalizing green values as well as acting in ways that reflect on sustainability (Jackson et al., 2011). But in companies where sustainability is considered a peripheral business or one that is merely out of force, the green initiatives are less likely to be embraced by its employees.

The leadership is also very instrumental in driving staff participation in sustainable practices. The leaders who show that sustainability is valued in their heart and example and lead by example are more likely to make employees engage (Saeed & Ali, 2018). Conversely, in case the leadership neglects sustainability or simply use marketing efforts to bring attention to the sustainability element, the employees will feel this approach is plastic or fake and their level of engagement will be minimal (Aust & Luechinger, 2018). This shows that it is essential to have leaders who do not merely talk about green values of a company but lead in and advocate green activities throughout the organization.

Practical Implications

According to the findings of this study, the organizations that want to develop a sustainable brand on the basis of Green Marketing and GHRM should learn to become more systematic in approaching sustainability. Although the Green Marketing and GHRM practices are important in their own right, these two aspects should not be considered as stand-alone units but rather as complementary aspects of the overall organizational business strategy. Incorporating sustainability within the organizational culture of a company and leadership is an area that companies should concentrate on in order to establish a climate that encourages the employees to engage in the sustainability. Additionally, the GHRM practices must be relevant and within daily work of the employees and that none should feel alienated to the goals and objectives of the company as far as sustainability is concerned.

Besides, the companies are expected to place industry-specific considerations in organizing their green programs. The most consumer-oriented industry, Retail and Services, can rely on the direct involvement of its employees in the green marketing process, but in manufacturing industries, the latter may be more relevant to focus on educating its staff to learn about the practical effect that sustainability practices have on the long-term health of the organization. Sector-specific strategies will be needed to make the green initiatives sector specific in terms of sector specific challenges and opportunities.

This paper helps to understand how the relationship between Green Marketing and GHRM could mutually cooperate in order to keep people engaged and develop a sustainable brand. The results indicate that the level of relationships between Green Marketing and Employee Engagement, as well as GHRM and



Employee Engagement, are positive, but the range of relationships between the variables states that the relationships are weak and thus other organizational aspects such as culture and leadership also seem to make greater contributions. In further findings, this study depicts substantial differences in employee engagement among different industries, whereby Retail and Services industries recorded higher scores of employee engagement as compared to Manufacturing. In future, a role of organizations culture, organizational leadership and other situational variables in encouraging employee engagement in green initiatives should be examined and also how employee engagement in sustainability issues leads to the overall sustainability.

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