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Green Human Resource Management: An Analysis of Role of Public Sector in Climate Action & in Achieving SDG 13 in India

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Abstract: ***The growing threat of climate change has prompted organisations worldwide to integrate sustainability into their operations and human resources practices. This study empirically examines the role of Green Human Resource Management (GHRM) in promoting climate action (SDG 13) within India's public-sector organisations. The research investigates how green HR practices, such as green recruitment, training, performance appraisal, and employee engagement, contribute to enhancing environmental awareness, sustainable work behaviour, and institutional commitment to carbon reduction and resource conservation. A mixed-methods empirical approach has been adopted, combining survey data from employees across selected public-sector enterprises with in-depth interviews with Human Resources (HR) and sustainability officers. Quantitative analysis will test the relationships between GHRM practices and climate action outcomes using statistical modelling, while qualitative insights will explore implementation challenges and organizational culture factors. Findings have highlighted the critical role of public sector organisations in driving climate action through effective HR interventions, policy alignment, and leadership commitment. The study offers policy recommendations for integrating GHRM into national sustainability strategies and contributes to the broader discourse on achieving SDG 13: Climate Action through human resource innovation in India.***

Keywords: ***Green Human Resource Management, Public Sector, Climate Action, Sustainable Development Goals, SDG 13, Environmental Sustainability, India***

Nomenclature:
SDGs: Sustainable Development Goals
HRM: Human Resources Management
GHRM: Green Human Resource Management
ESG: Environmental, Social, and Governance
SMEs: Small and Medium-Sized Enterprises
SPSS: Statistical Package for the Social Sciences

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I. INTRODUCTION

In response to escalating environmental concerns, businesses are increasingly adopting Green Human Resource Management strategies to enhance sustainability in their operations. This study provides theoretical underpinnings, processes, and consequences connected to the implementation of Green HRM practices. It draws on institutional theory, stakeholder theory, and the resource-based view to explain the evolving role of Green HRM in advancing sustainability in the public sector.

There is evidence that Green HRM strategies will boost business outcomes, particularly in relation to environmental impact, staff involvement, and overall efficiency. However, managers' and workers' reluctance, limited understanding of the sustainability issue, and insufficient resources are among the potential roadblocks to the successful adoption and implementation of Green HRM practices [1]. Practitioners and policymakers' recommendations include incorporating sustainability into HRM policies and practices that promote a culture of environmentally responsible practice, aligning sustainability objectives with organisational strategy, and involving stakeholders in sustainability efforts. With the implementation of these recommendations, organisations will improve the effectiveness of their Green HRM practices and contribute to transitions toward more sustainable organisations [2]. This research will elucidate the transformative capacity of Green HRM to promote organisational sustainability and tackle the urgent environmental issues of the 21st century, as acknowledged by all United Nations Member States in the 2030 Agenda for Sustainable Development, adopted in 2015. It focuses on the 17 Sustainable Development Goals (SDGs), a worldwide alliance of both developed and developing nations, serving as an urgent call to action. The member states agree that fighting poverty and other forms of deprivation requires addressing climate change, protecting our forests and oceans, enhancing education and health, reducing inequality, and promoting economic growth simultaneously.

The renewable energy industry in India has also grown substantially during the last several years. A major success story is India's promotional measures for LED lighting. Its reach extends to over 367 million LED lights, 7.2 million LED tubes, and 2.3 million eco-friendly fans. Because of this, power usage, greenhouse gas emissions, and household expenditures have all dropped significantly. India has taken action to combat plastic pollution by banning single-use plastics and requiring more transparency from manufacturers. Devastated land covering 26 million hectares will be restored by

2030, according to India's plan. The Sustainable Development Goals framework, ratified by 193 countries in 2015, has revolutionized development plans, governmental priorities, and metrics for evaluating global development performance. The Sustainable Development Goals framework, with seventeen Global Goals and 169 targets, is far more expansive in scope and scale than the Millennium Development Goals, its predecessor. The broadened scope encompasses the essential recognition of the need to address poverty in all its forms and aspects.

II. SUSTAINABLE HRM PRACTICES

Sustainable HRM is still an evolving concept, structure, and set of practices. Much still needs to be done to refine and apply Sustainable HRM to organisations. Sustainable HRM will undergo the same process that diversity management has developed over the years of learning. The recognition of the evolutionary phases of Sustainable HRM, the elaboration of application-specific models within organisations, and the broadening of the discussion will become the three key future developments of Sustainable HRM. The elaboration of the features of the stages of Sustainable HRM will help clarify which processes Sustainable HRM demands. It transcends HRM by addressing employees' performance, organisational success, and the long-term well-being of people, society, and the planet [3]. Sustainable HRM focuses on the effective management of human capital to contribute to the attainment of sustainable development objectives, especially environmental sustainability and social equity.

In practice, some initiatives that sustainable HRM incorporates include green recruitment and selection, through which organisations can hire people who value environmental stewardship and have sustainable skills. It also has a high level of training and development programs that raise employees' awareness and competencies in sustainability practices such as energy efficiency, waste management, and ethical decision-making. The performance management systems have been restructured to include sustainability-related goals and rewards for pro-environmental behaviour. Moreover, sustainable HRM improves employee wellness, diversity, inclusion, and equitable labour practices in the workplace, fostering a positive and ethical working environment.

By introducing sustainability into HR operations, including workforce planning and employee relations, organisations can create a culture of social responsibility and environmental consciousness. The combination of such an approach not only presents the organisation in a better light and makes people more willing to meet sustainability demands, but also promotes innovation, decisiveness, and the capacity to remain competitive in the long term. Concisely, sustainable HRM is a strategic instrument that helps align the development of human capital with the broader objectives of corporate social responsibility and sustainable development in business [4]. It will also demonstrate how it can be implemented in business. With models that are not applicable in real life, organisations will be closer to their sustainability objectives, and this will also demonstrate how Sustainable HRM can be implemented in practice. Sustainability disclosure, or Environmental, Social, and Governance (ESG) Reporting, refers to companies disclosing information on their greenhouse gas emissions, air pollution, waste, energy consumption, water consumption, and waste disposal. This is because we can only have one planet. Since the activities of all nations affect us all negatively, it is significant that sustainability reporting is promoted, made obligatory, and regulated worldwide.

Table I: Sustainable HRM Practice

Sustainable HRM Practices	Objectives	Implementation Methods	SDG Linkages
Green Recruitment	Hire employees with a sustainability mindset	Include environmental criteria in job descriptions	SDG 13
Green Training Programs	Build awareness on eco-friendly practices	Conduct workshops on energy saving & waste reduction	SDG 12
Sustainable Performance Appraisal	Integrate sustainability goals in evaluation	Add green KPIs in employee assessment	SDG 8
Eco-friendly Workplace Policies	Reduce carbon footprint at the workplace	Implement paperless operations & digital tools	SDG 13
Employee Well-being Programs	Promote health and work–life balance	Offer wellness sessions and flexible work hours	SDG 3
Green Compensation & Rewards	Motivate employees for sustainability	Incentivise eco-initiatives and resource savings	SDG 12
Diversity & Inclusion	Ensure equal opportunities for all	Gender equality, disability inclusion initiatives	SDG 5
Ethical Leadership Development	Foster responsible leadership	Leadership training in sustainability ethics	SDG 16
Sustainable Talent Retention	Retain employees committed to green values	Recognition programs and career development	SDG 8
Corporate Social Responsibility (CSR) Engagement	Strengthen community relations	Encourage staff participation in CSR projects	SDG 11
Carbon-Neutral HR Operations	Reduce emissions from HR activities	Offset programs and digital HR systems	SDG 13
Paperless HR Processes	Decrease resource waste	Use e-documents, e-signatures, and cloud storage	SDG 12
Green Office Infrastructure	Promote an eco-friendly workspace	Install energy-efficient lighting and devices	SDG 9
Environmental Awareness Campaigns	Encourage eco-conscious behaviour	Organize sustainability weeks or eco-drives	SDG 13
Employee Volunteering Programs	Strengthen sustainability participation	Tree plantation and clean-up drives	SDG 15
Responsible Supply Chain HR	Support ethical sourcing	Include sustainability clauses in vendor selection	SDG 12
Flexible Work Arrangements	Reduce commute-related emissions	Promote remote or hybrid work	SDG 13
Green Onboarding Practices	Instil eco-values from the start	Introduce sustainability orientation modules	SDG 4
Waste Management Initiatives	Minimize office waste	Set up segregation and recycling systems	SDG 12
Employee Engagement in Sustainability	Increase ownership in green actions	Suggestion schemes and green committees	SDG 17
Continuous Learning for Sustainability	Build long-term green skills	Online sustainability certification programs	SDG 4
Health, Safety & Environmental Policy	Ensure a safe and sustainable workplace	Regular safety audits and training	SDG 3
Transparent Communication	Promote accountability and trust	Publish sustainability progress reports	SDG 16
Digital Transformation in HR	Improve efficiency and sustainability	Use HR analytics and digital collaboration tools	SDG 9
Green Culture Development	Embed sustainability in organizational DNA	Leadership modelling and employee participation	SDG 13

Source: Content analysis by the author

III. REVIEW OF LITERATURE

Researchers worldwide have acknowledged that Sustainable Human Resource Management (Sustainable HRM) is an important tool for integrating environmental and social responsibility into organisational practice. The idea was further developed from classical HRM and Green HRM (GHRM). It expanded its scope to include long-term employee welfare, corporate ethics, and sustainable development objectives (SDGs).

Jayashree (2019) has brought to the forefront that Green Human Resource Management (GHRM) is a tactical pathway to the realisation of the sustainability concept by creating environmental consciousness across all HR activities. Her research has highlighted that green recruitment, training, and performance assessment play a vital role in shaping environmentally friendly organisational behaviour and a sustainable work culture. She figured that HR departments ought to contribute significantly to ensuring that environmental responsibility is embedded at every level of management [5].

Khan and Zubair (2019) explained the essential connection between GHRM and sustainable development, stating that organisations that introduce environmentally friendly HR practices can substantially reduce their ecological footprint. They argued that incorporating sustainability objectives into HR policies improves employee commitment and corporate image. Thus, GHRM is a key component in the realisation of long-term environmental outcomes [6].

The Study by Roscoe, Subramanian, Jabbour, and Chong (2019) provided empirical data used to identify the role of GHRM practices in developing a strong green organisational culture. They found that enablers such as leadership support, employee involvement, and green innovation have a direct positive impact on a firm's environmental performance. Their study confirmed that GHRM not only improves environmental performance but also enhances organisational competitiveness and sustainability [7].

The Article by Sachin and Aradhana (2019) examined how GHRM can help to attain Sustainable Development Goals (SDGs). Their research demonstrated that eco-friendly workplace design, green motivation systems, and staff awareness programs are among the sustainable HR practices that can help organisations achieve their world sustainability targets, while also enhancing productivity and morale [8].

Investigating the sustainability of business through GHRM, **Nayak and Mohanty (2017)** found that long-term corporate development is ensured by environmentally responsible HR practices that conserve resources and encourage responsible behaviour among workers. As identified in the paper, sustainability-focused HR practices can become an excellent competitive advantage in the modern business environment [9].

Karande and Bihade (2018) examined GHRM practices in the corporate setting. They found that the green HR practices of energy-efficient office systems, recycling, and environmental training have a significant positive effect on the sustainability of the organisations. They claimed that management commitment and employee participation should be provided to make GHRM truly operational [10].

Granville, D'Silva, and Barreto (2019) conducted a study on sustainability practices in Indian companies. He found that GHRM has a profound impact on corporate social responsibility and environmental management outcomes. Their study established that organisations that integrate green policies into HR systems are identified by improved environmental performance and stakeholder trust. They also pointed out that they should retain the employees involved and be on the frontline in their efforts to be green to maintain the sustainability momentum [11].

Subramanian and Suresh (2022) have addressed the issue of organisational learning and Green Human Resource Management (GHRM) practices in the context of enhancing the process of creating a circular economy in manufacturing by small and medium-sized enterprises (SMEs). They have analysed that when promoting a learning culture is used to implement green HR policies, employees become more innovative and resource-efficient, directly helping achieve sustainability and waste minimisation goals. They have concluded that the GHRM is a mediator of human capital development and the activities of the circular economy [12].

Subramanian and Suresh (2023) conducted subsequent research on the economic sustainability determinants affecting the adoption of Sustainable HRM in manufacturing SMEs. They discovered that leadership commitment, cost-effectiveness, and employee awareness significantly impact the effective adoption of sustainable HR practices. They highlighted the importance of incorporating sustainability into HR systems, not only to improve environmental performance but also to enhance the business's long-term resilience and profitability [13].

Talwar, Talwar, Kaur, and Dhir (2020) analysed the concept of consumer resistance to digital innovations, drawing on an essential theoretical framework, which is important for digital sustainability changes in HR systems. They also emphasized that technological changes may be resisted which would obstruct the implementation of green digital HR practices. Therefore, to support the implementation of sustainable digital solutions in HR management, smooth, effective communication and employee participation are required [14].

In the case of India, Khalid, A. M. (2023) identified important advantages and possibilities, as well as obstacles and difficulties, in establishing synergies and working together to implement the Sustainable Development Goals and the Nationally Determined Contributions [15].

Vasumathi (2017) developed an empirical study on the role of Strategic HRM (SHRM) in manpower sustainability in one of the manpower agencies at a Tamil Nadu international airport. Her results showed that strategic HRM practices that focus on skills development, employee welfare, and environmental consciousness lead to workforce sustainability in the long term. The paper indicated that sustainable HRM improves human and ecological outcomes, thereby guaranteeing the stability of organisations [16].

Veerasamy, Joseph, and Parayitam (2023) examined the connection between GHRM and employee green

behaviour, considering the roles of participation, involvement, and training in mediating this connection. Their research affirmed that workers who receive ongoing training on environmental issues and are actively engaged in green programs are more likely to demonstrate eco-friendly behaviour at work. They pointed out that employee empowerment, through engaging employees in activities and capacity building, is the pathway to achieving sustainability goals [17].

A. Problem Statement

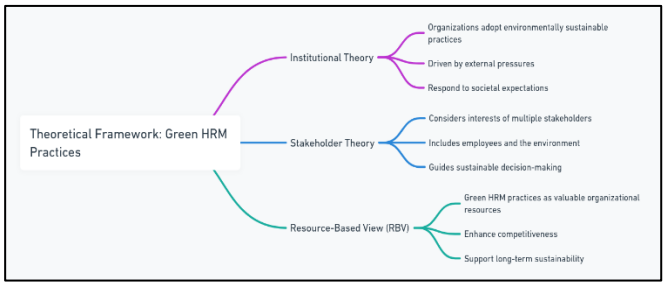
The problem of climate change is one of the most pressing issues of the 21st century, and all layers of society must take an active role in fulfilling Sustainable Development Goal 13 (Climate Action). Although the public sector in India is important in the formulation of environmental policies and sustainability programs, there is still a major gap in the adoption of these objectives at the organisational and employee levels. The conventional Human Resource Management (HRM) systems of most state institutions still centre their attention on administrative effectiveness, hiring, and employee performance measurement, with little or no emphasis on environmental consciousness or employees' sustainable actions.

Despite the popularity of the idea of GHRM globally, its implementation in the Indian state sector is inconsistent and limited. It lacks sufficient empirical data on the contribution of GHRM practices, including green recruitment, environmental training, sustainable performance appraisal, and sustainable culture in the workplace, to climate action results. Moreover, the obstacle to the effective implementation of GHRM in government organisations is a lack of awareness, policy integration problems, and poor institutional mechanisms.

In light of this, the research investigates the lack of a comprehensive understanding of how GHRM practices might affect climate action and sustainability performance in India's public sector. This study seeks to fill that gap by empirically examining the role, effectiveness, and challenges of GHRM in promoting environmental sustainability and aligning HR functions with the national and global climate action agenda.

B. Theoretical Framework

The study is based on Green HRM Practices, which are typically grounded in broader organisational theories such as institutional theory, stakeholder theory, and the resource-based view. The Institutional Theory suggests that organisations may become environmentally sustainable to address external forces and societal demands. Stakeholder theory is concerned with the need to incorporate the interests of many stakeholders, including workers and the environment, into the decision-making process. The resource-based view posits that Green HRM practices provide valuable resources for enhancing organisational competitiveness and sustainability.



[Fig.1: Shows the Theoretical Framework]

Source: Framework Framed by the Author

C. Objectives

To examine the impact of green recruitment practices on promoting climate action and sustainability outcomes in public sector organizations in India.

To analyse how green training and development programs enhance employees' environmental awareness and contribute to climate action initiatives in public sector organisations.

D. Hypothesis

i. There is a significant positive relationship between green recruitment practices and climate action outcomes (SDG 13) in public sector organizations.

ii. Green training and development practices have a significant positive effect on organizational climate action outcomes (SDG 13) in the public sector.

IV. RESEARCH METHODOLOGY

A. Research Design

The current research uses a mixed-methods empirical design, which combines quantitative and qualitative methods to provide a holistic approach to Green Human Resource Management (GHRM) practices and their role in relation to Climate Action (SDG 13) in the Indian public sector. The quantitative element examines the statistical relationship between different GHRM practices and organisational sustainability outcomes. In contrast, the qualitative element examines how employees view it, whether they are committed to the leadership, and the challenges in promoting green initiatives within the organisation.

B. Research Approach

The study follows a descriptive and analytical approach. The descriptive part identifies and documents the extent to which GHRM practices are applied in government agencies. Climate action results, such as reduced carbon emissions, reduced waste, and increased energy efficiency, are assessed analytically by examining the causal link between GHRM factors and climate action outcomes. These variables include green recruiting, green training, green performance assessment, and green employee engagement.

C. Population and Sampling

The target population of the study comprises employees and HR managers working in selected public-sector organisations in India that have adopted sustainability or

environmental management programs. The study includes organisations such as NTPC, ONGC, Indian Railways, BHEL, and State Electricity Boards. A purposive sampling technique is used to select participants with relevant experience in HRM or sustainability roles. Approximately 80 respondents were selected for the quantitative survey, and 10–15 HR and sustainability officers were interviewed for qualitative insights.

D. Data Collection Methods

i. Primary Data

Primary data was collected through two instruments:

E. Structured Questionnaire:

A well-designed questionnaire was distributed to employees to assess their perceptions of GHRM practices, organisational sustainability culture, and involvement in green initiatives. The questionnaire uses a **five-point Likert scale** ranging from *Strongly Disagree (1)* to Strongly Agree (5).

F. Variables of the Study

- **Independent Variables:** Green Recruitment, Green Training
- **Dependent Variables:** Climate Action Outcomes

G. Questionnaire

Section A: Green Recruitment *(Independent Variable 1)*

No.	Statement	1	2	3	4	5
1	Our organisation incorporates environmental criteria into its recruitment process.					
2	Job descriptions clearly mention environmental responsibilities and sustainability values.					
3	Candidates with knowledge of environmental management are given preference.					
Section B: Green Training and Development *(Independent Variable 2)*						
4.	Employees are provided training programs focused on environmental sustainability.					
5.	Green training is part of our organization's annual HR development plan.					
6.	Employees are encouraged to adopt eco-friendly practices in their daily work.					
7.	Green training has improved employees' awareness of climate action and sustainability goals.					

Source: Questionnaire Framed by the Author

V. DATA ANALYSIS TECHNIQUES

To analyse the quantitative data, the Statistical Package for the Social Sciences (SPSS) is used. The statistical procedures employed to evaluate hypotheses and quantify associations among variables include descriptive statistics, correlation analysis, and multiple regression. Qualitative data gathered from interviews were examined using thematic analysis to discern recurring themes, insights, and optimal organisational practices regarding GHRM adoption.

A. Reliability and Validity

To ensure the accuracy and consistency of findings:

- **Reliability** was tested using **Cronbach's Alpha**, ensuring that the survey instrument maintains internal consistency.
- **Validity** was established through **content validation** (expert review of questionnaire items) and **construct validity** (factor analysis to confirm variable dimensions).

Table II: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.735	.743	7

Source: Data Collected by the Author from the Field

In Table 2, we discovered that the reliability test was performed on the questionnaire. The Cronbach's Alpha was 0.735, indicating satisfactory internal consistency for the seven items comprising the scale. In social science research, a Cronbach's Alpha value above 0.7 is considered acceptable for reliability. This result indicates that all items assess the same underlying concept. The Cronbach Alpha of standardised items (0.743) shows only a slight improvement, indicating that the data are not changing after standardisation. Thus, the tool used in the research is valid and can be analysed further statistically to ensure that the data gathered are reliable when examining Green HRM practices in relation to climate action outcomes.

Table II: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The leader takes responsibility for solving the conflicts and issues in the department of Organizations	12.39	14.468	.424	.220	.712
The leader manages different situations	12.13	14.617	.424	.281	.711
The leader seeks consent from the entire group	11.96	16.745	.272	.209	.740
In a leadership style, the leader gives orders and clarifies procedures in the organization	11.99	13.050	.632	.619	.653
The leaders ask subordinates who have slow groups to get more work out of their groups for better working	12.81	16.483	.511	.303	.701
Leaders need to help subordinates accept responsibilities for completing their own work	12.14	16.728	.401	.286	.716
Less loan business can be a cause of demotion	11.64	14.057	.544	.570	.679

Source: Data Collected by the Author from the Field

Table 3 presents the leadership scale used in the research. The results demonstrate the contribution of each item to the questionnaire's overall dependability. The Corrected

Item-overall Correlation values span from 0.272 to 0.632, indicating that all items exhibit a positive correlation with the overall score, but with varying degrees of contribution. The item *"In leadership style, the head gives orders and clarifies procedures"* has the highest correlation (0.632), indicating it aligns well with the overall construct. The Cronbach's Alpha if Item Deleted values range from 0.653 to 0.740, indicating that removing any one item would not make the scale more reliable. So, all items may be kept, as they work together to measure leadership behaviour in the organisation and show strong internal consistency.

Statement: There is a significant positive relationship between green recruitment practices and climate action outcomes (SDG 13) in public-sector organisations.

Table IV: Correlations

		Climate Action Outcomes	Green Recruitment Practices
Pearson Correlation	climate action outcomes	1.000	.853
	green recruitment practices	.853	1.000
Sig. (1-tailed)	climate action outcomes	.	.000
	green recruitment practices	.000	.
N	climate action outcomes	80	80
	green recruitment practices	80	80

Source: Data Collected by the Author from the Field

Table 4 illustrates the association between green recruiting strategies and climate action results in public sector organisations. There is a strong positive relationship between the two variables, as shown by the Pearson correlation value (r = 0.853). Climate action outcomes are improving dramatically as more companies adopt green hiring practices. With a significance value (Sig. = 0.000) lower than 0.05, we can say with confidence that this link is significant at the 1% level. Improving climate action performance and supporting the achievement of SDG 13 (Climate Action) within public sector organisations are greatly aided by the effective implementation of green recruitment practices.

Table V: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	47.172	41	1.151	11.163	.000
Within Groups	3.917	38	.103		
Total	51.089	79			

Source: Data Collected by the Author from the Field

Table 5 presents the results of the ANOVA conducted to examine the relationship between green recruitment practices and climate action outcomes (SDG 13) in public-sector organisations. The table shows an F-value of 11.163 and a Sig. of 0.000, both of which are less than 0.05. That proves the model is statistically significant. Thus, green recruiting techniques affect climate action results, as seen by the substantial difference between groups. Hence, the hypothesis stating that *"There is a significant positive relationship between green recruitment practices and climate action outcomes (SDG 13) in public sector organizations"* is accepted. This implies that effective green recruitment strategies contribute positively to achieving environmental sustainability and climate-related goals.

Table VI: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.853[a]	.728	.725	.33521
a. Predictors: (Constant), Mean Value of green recruitment practices and climate action				

Source: Data collected by the author from the field

Table 6 displays the Model Summary of the regression analysis concerning green recruiting methods and climate action results. Improvements in climate action performance are closely tied to developments in green recruitment tactics, as seen by the substantial positive connection between the two variables (R = 0.853). There is a strong correlation between green recruiting practices and climate action results; in fact, the two variables explain 72.8% of the variance, with an R^2 of 0.728. After accounting for the number of predictors, the model's dependability is confirmed by the Adjusted R^2 (0.725), indicating minimal data distortion. The estimate's predictive power is high, with a standard error of just 0.33521. Therefore, the model is statistically sound, and it can be concluded that green recruitment practices significantly contribute to achieving climate action goals (SDG 13) in public-sector organisations.

Statement: Green training and development practices have a significant positive effect on organizational climate action outcomes (SDG 13) in the public sector.

Table VII: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	37.630	41	.918	8.905	.000
Within Groups	3.917	38	.103		
Total	41.547	79			

Source: Data Collected by the Author from the Field

Table 7 presents the results of the ANOVA examining how green training and development practices affect action outcomes in the organisational climate (SDG 13) in the public sector. The table shows that the F-value is 8.905 and the significance level (Sig.) is 0.000, which is less than 0.05 and is considered statistically significant. This implies that variations in green training and development practices will lead to significant discrepancies in the results of climate actions. This supports the hypothesis that the positive effect of green training and development practices on the outcome of organisational climate actions (SDG 13) in the public sector is significant. These findings indicate that well-structured training interventions aimed at fostering environmental awareness and sustainability

are effective in increasing employees' contributions to climate action and supporting the organisation's SDG 13 objectives.

Table VIII: Correlations

		Climate Action Outcomes	Green Training and Development Practices
Pearson Correlation	climate action outcomes	1.000	.816
	Green training and development practices	.816	1.000
Sig. (1-tailed)	climate action outcomes	.	.000
	Green training and development practices	.000	.
N	climate action outcomes	80	80
	Green training and development practices	80	80

Source: Data Collected by the Author from the Field

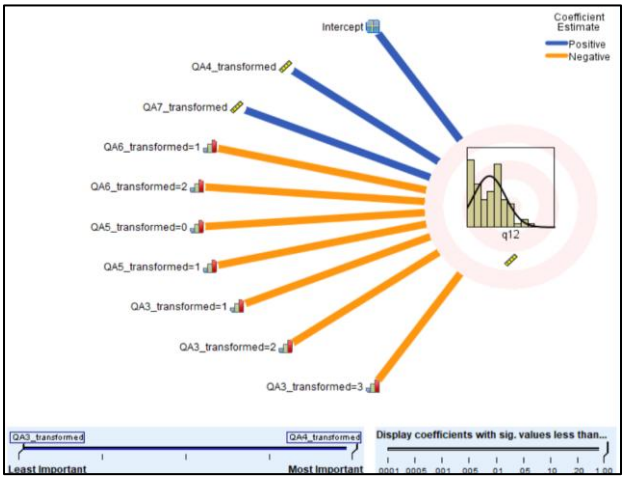
Table 8 presents the correlation analysis between green training and development practices and climate action outcomes (SDG 13) in public-sector organisations. The Pearson correlation value (r = 0.816) indicates a robust positive association between green training and development activities and enhanced climate action results for the organisation. The significance value (Sig. = 0.000), being below 0.05, validates that this association is statistically significant. These results imply that implementing effective green training programs enhances employees' awareness and participation in environmental initiatives, thereby contributing positively to the achievement of SDG 13 within public sector organisations.

Table 9: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.816[a]	.666	.662	.37171
a. Predictors: (Constant), Mean value of green training and climate action				

Source: Data Collected by the Author from the Field

Table 9 presents the Model Summary of the regression analysis examining the relationship between green training and development practices and climate action outcomes (SDG 13) in public sector organisations. The correlation coefficient (R = 0.816) indicates a strong positive relationship between the two variables, showing that improvements in green training are closely associated with better climate action performance. The R^2 value of 0.666 indicates that the training and development techniques related to green initiatives account for 66.6 per cent of the variation in climate action results, thereby demonstrating a substantial model fit. The model is dependable, as evidenced by an Adjusted R^2 of 0.662 and a relatively low standard error of the estimate of 0.37171, indicating its efficacy as a predictor. The model suggests that effective green training programs are crucial for achieving climate action objectives (SDG 13) inside public sector organisations.



[Fig.2: Coefficient Value of Climate Action Outcomes]

Source: Based on the Data Collected by the Author

Figure 2 provides estimates of the coefficients for various transformed questionnaire items in predicting the outcome of climate actions. The diagram shows that not only do the various items make positive contributions (blue lines) to the dependent variable, but they also make negative contributions (orange lines). There are other items, such as QA4transformed and QA7 transformed, that have positive coefficients, which means they will have higher values and, hence, results will be better on climate action. On the other hand, some of the items, e.g., QA3 transform, QA5 transform, and QA6 transform, have negative coefficients, which means that higher scores on such items may be associated with less action taken towards climate or with less contribution. The lines are also thicker relative to the significance of each coefficient, indicating which items have the most significant impact. Comprehensively, the figure gives a visual account of the relative significance of every questionnaire item in the prediction of climate action performance that would assist in understand crucial influencing factors that contribute to successful climate action efforts in the public sector organizations.'

VI. CONCLUSION

The study establishes that Green Human Resource Management (GHRM) is a critical driver of climate action and of achieving Sustainable Development Goal 13 (SDG 13) within India's public sector. Empirical results demonstrate that green recruitment and green training practices significantly influence organizational climate action outcomes by fostering environmental awareness, sustainable behaviour, and institutional commitment to resource conservation. The positive correlations and regression results demonstrate that incorporating environmental criteria into recruitment and capacity-building processes directly improves climate performance and organisational sustainability. In addition to the numbers, the research demonstrates that three factors make GHRM work: leadership commitment, employee engagement, and alignment. The green HR policies to be adopted by public sector organisations in charge of national sustainability initiatives are expected to

make green reviews recognised in performance reviews and to develop a green organisational culture. India's broader climate agenda supports these and also contributes to employee engagement, innovation, and long-term competitiveness. Green HRM is not the only approach to managing a business, but it also enables the link between human capital growth and environmental protection. GHRM can help translate policy into actual climate action across the Indian public sector. This can be used to achieve global sustainability and realise SDG 13.

DECLARATION STATEMENT

As the article's author, I must verify the accuracy of the following information after aggregating input from all authors.

- **Conflicts of Interest/ Competing Interests:** Based on my understanding, this article has no conflicts of interest.
- **Funding Support:** This article has not been funded by any organizations or agencies. This independence ensures that the research is conducted with objectivity and without any external influence.
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