GREEN HRM – A SUSTAINABLE TOOL FOR DEVELOPMENTOF BUSINESS

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ABSTRACT

Green Human Resource Management (HRM) is an emerging area of research that focuses on howorganizations can adopt environmentally sustainable practices in their HRM strategies. The purpose of this research project is to explore the concept of Green HRM, its implications for organizational sustainability, and its impact on employee behavior and attitudes. The primary data will be collected through questionnaire distributed in selected organizations in different sectors. The secondary data will be collected from published academic literature, reports, and other relevant sources. The study aims to identify the current state of Green HRM practices in organizations, the factors that influence the adoption of Green HRM practices, and the outcomes of Green HRM practices on organizational sustainability and employee attitudes and behavior. Thestudy also seeks to provide recommendations for organizations on how to integrate Green HRM practices into their existing HRM strategies. The findings of this research project are expected to contribute to the growing body of literature on Green HRM and provide insights into how organizations can adopt environmentally sustainable practices in their HRM strategies. This study is particularly relevant in the context of the increasing global concerns about climate change and the need for organizations to contribute to sustainable development.

Keywords: Green HRM, organizational sustainability, recommendations, sustainabledevelopment.

1. INTRODUCTION

Green Human Resource Management (HRM) is an approach that integrates environmentally sustainable practices into HRM strategies, policies, and practices. The concept of Green HRM emerged as a response to the increasing concerns about the impact of human activities on the environment and the need for organizations to contribute to sustainable development. Green HRM is a critical aspect of organizational sustainability, as it focuses on the management of human resources in a way that minimizes environmental impact, maximizes social welfare, and promoteseconomic growth.

Green HRM practices encompass a wide range of activities, including recruitment, training and development, performance management, compensation and benefits, and employee engagement. These practices aim to enhance environmental performance, reduce carbon footprint, promote energy conservation, and encourage responsible behavior among employees. Green HRM practices also seek to create a culture of environmental responsibility and sustainability in organizations.

In light of the importance of Green HRM practices for organizational sustainability, this researchproject aims to explore the concept of Green HRM, its implications for organizational sustainability, and its impact on employee behavior and attitudes. The study will provide insights into the current state of Green HRM practices in organizations, the factors that influence the adoption of Green HRM practices, and the outcomes of Green HRM practices on organizational sustainability and employee attitudes and behavior. The study will also provide recommendationsfor organizations on how to integrate Green HRM practices into their existing HRM strategies.

2.   LITERATURE REVIEW

• **(Hussain, 2020)** ***Green human resource management: A review and research agenda based on India*** -This literature review focuses specifically on green HRM practices in India, and examines the ways in which these practices are influenced by cultural and institutional factors. The authors propose a framework for understanding the complex interplay between these factors and the adoption of green HRM practices in Indian organizations.

• **(Hernández, 2020)** ***The impact of green human resource management practices on environmental performance: An empirical study***- This literature review presents the results of an empirical study on the impact of green HRM practices on environmental performance in Spanish firms. The authors found that firms that implemented more greenHRM practices had higher levels of environmental performance, and that this relationshipwas mediated by employee engagement and environmental training.

• **(Wu, 2020***) Green human resource management practices: A systematic review and future research agenda*** - This literature review provides a systematic analysis of the existing literature on green HRM practices, identifying common themes and areas for future research. The authors identify several key challenges associated with implementinggreen HRM practices, including the need for top-down support, the importance of employee involvement, and the potential trade-offs between environmental and economicoutcomes.

• **(Biswas, 20201)** ***Green HRM: A systematic literature review and future research agenda*** - This literature review provides a comprehensive analysis of the existing literature on green HRM, identifying key themes and gaps in the literature. The authors propose a future research agenda that focuses on the role of leadership, the impact of green HRM on employee attitudes and behaviors, and the potential for green HRM to enhance organizational competitiveness.

• **(Gao, 2022)** ***Green human resource management: A review and research agenda*** - Thisliterature review examines the current state of knowledge on green HRM, with a particular focus on the Chinese context. The authors identify several key challenges associated with implementing green HRM practices in China, including a lack of awareness and understanding among employees and a lack of top-down support from management. They propose a research agenda that emphasizes the need for cross-culturalstudies and the development of context-specific approaches to green HRM.

• **(Lu, 2022***) Green human resource management: A review and synthesis of the literature*** - This literature review provides a synthesis of the existing literature on green HRM, focusing on the various dimensions of green HRM practices and their impact on organizational outcomes. The authors identify several key themes, including the role of employee participation and engagement, the importance of training and development, andthe potential for green HRM to enhance organizational innovation.

3.   RESEARCH METHODOLOGY

Research Design: For this study, Descriptive Method is used for analysing the different types of practices followed by different organizations.

Data Collection Sources: Primary Data is collected through a survey among the people of GujaratState using a Questionnaire method with the questions framed according to the objectives of this study. Secondary Data is collected from different books, journals, research papers and websites over internet.

Sampling Area: The research is based on the respondents of Gujarat State.

Sample Size: The sample size is 46 respondents.

Data Analysis tools: Descriptive Statistics with Normality Test, Non- Parametric Test (Mann- Whitney U Test and Chi-square Test)

4.   SCOPE OF THE STUDY

•   Green HRM practices: This involves examining the various green HRM practices that organizations can adopt, such as green recruitment and selection, green training and
development, green performance management, and green compensation and rewards. The study can examine the effectiveness of these practices in promoting environmental sustainability and improving organizational performance.

•   Organizational factors: The study can examine the role of organizational factors, such as organizational culture and leadership, in promoting the adoption and effectiveness of green HRM practices.

•   Contextual factors: The study can explore the impact of contextual factors, such as national culture, industry sector, and geographical location, on the adoption and effectiveness of green HRM practices.

•   Employee perceptions: The study can examine the perceptions of employees towards green HRM practices and their impact on employee motivation, satisfaction, and retention.

5.   OBJECTIVES OF THE STUDY

•   To examine the current state of green HRM practices in organizations and identify the most common practices adopted by organizations.

•   To investigate the relationship between green HRM practices and organizational sustainability performance.

•   To explore the mechanisms through which green HRM practices impact organizational sustainability performance, including the role of employee engagement and motivation.

•   To provide recommendations for organizations seeking to adopt green HRM practices.

6.   LIMITATIONS OF THE STUDY

•   Sample size: The study may be limited by the number of organizations or employees that participate in the research. A small sample size may not be representative of the entire population, and therefore, the findings may not be generalizable.

•   Generalizability: The study may be limited by the specific context in which it is conducted. For example, the findings may be specific to a particular industry, geographical location, or organizational culture and may not be generalizable to other contexts.

•   Time constraints: The study may be limited by time constraints, such as the availability of data or the time frame for data collection. This may limit the depth and scope of the analysis.

•   Lack of awareness: It was found that employees are not fully aware about the Green HRM practices followed by their respective organization.

7.   DATA ANALYSIS – INFERENTIAL STATISTICS
RELAIBILITY TEST:

Reliability Statistics

Cronbach'sAlpha	
	N of Items
.768	7

(Source: SPSS)

INTERPRETATION: In reliability test we can see that Cronbach alpha is greater than 0.7 which shows that the data we have collected is relevant and reliable.

NORMALITY TEST:
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employees' attitudes towards sustainability	.331	46	.000	.728	46	.000
Organizations have a responsibility to adopt sustainable practices	.335	46	.000	.796	46	.000
Organizations should incorporate sustainability	.245	46	.000	.861	46	.000
The adoption of green HRM practices can improve an organization's reputation among stakeholders	.306	46	.000	.785	46	.000
Use of renewable energy sources can have a positive impact	.228	46	.000	.847	46	.000
Organizations have a duty to minimize their environmental impact	.329	46	.000	.767	46	.000
Organizations that adopt sustainable practices have a competitive advantage in the marketplace	.249	46	.000	.859	46	.000

a. Lilliefors Significance Correction

Interpretation:
H0: Data follows normal distribution
H1: Data doesn't follow normal distribution
From the above table of normality test, we can observe that P value for all the variables is less than 0.05 which indicates the rejection of null hypothesis which means that they are not normallydistributed among each other and thus we have to go with the Non-parametric test for further analysis.

MANN- WHITNEY TEST:

Ranks

	Gender	N	Mean Rank	Sum of Ranks
Employees' attitudes towards sustainability	Male	14	27.14	380.00
	Female	32	21.91	701.00
	Total	46		
Organizations have a responsibility to adoptsustainable practices	Male	14	26.57	372.00
	Female	32	22.16	709.00
	Total	46		
Organizations should incorporate sustainability	Male	14	27.36	383.00
	Female	32	21.81	698.00
	Total	46		
The adoption of green HRMpractices can improve an organization's	Male	14	24.79	347.00
	Female	32	22.94	734.00

reputation among stakeholders	Total	46		
Use of renewable energy sources can have a positiveimpact	Male	14	27.79	389.00
	Female	32	21.63	692.00
	Total	46		
Organizations have a duty to minimize their environmentalimpact	Male	14	21.25	297.50
	Female	32	24.48	783.50
	Total	46		
Organizations that adopt sustainable practices have a competitive advantage in the marketplace	Male	14	27.32	382.50
	Female	32	21.83	698.50
	Total	46		

Test Statistics^a

	Employees' attitudes towards sustainability	Organizations have a responsibility to adopt sustainable practices	Organizations should incorporate sustainability	The adoption of green HRM practices can improve an organization's reputation among stakeholders	Use of renewable energy sources can have a positive impact	Organizations have a duty to minimize their environmental impact	Organizations that adopt sustainable practices have a competitive advantage in the marketplace
Mann-Whitney U	173.000	181.000	170.000	206.000	164.000	192.500	170.500
Wilcoxon W	701.000	709.000	698.000	734.000	692.000	297.500	698.500
Z	-1.433	-1.194	-1.369	-.494	-1.529	-.892	-1.373
Asymp. Sig. (2-tailed)	.152	.232	.171	.621	.126	.373	.170

a. Grouping Variable: Gender
(Source: SPSS)

INTERPRETATION: Mann-Whitney U Test is conducted for the data having two variables. In thetable of test statistics, the column of Asymp. Significance is checked to know if there is significantdifference of opinion in various aspects of environmental policy. If the asymp. Sig. is observed tobe lower than 0.05, then it is said that there exists significant difference among the variables. As per the above table, it is observed that there is no value in any variable which is less than 0.05. Toconclude, there is no significant difference of opinion based on the gender of the employees.

CHI-SQUARE TEST
Chi-Square Tests

			Asymptotic Significance (2-sided)

	Value	df	
Pearson Chi-Square	1.330a	2	.514
Likelihood Ratio	1.321	2	.517
Linear-by-Linear Association	1.093	1	.296
N of Valid Cases	46		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.30.

H0: There is no significant association between the training given and the familiarity with the concept of Green HRM.
H1: There is significant association between the training given and the familiarity with the concept of Green HRM.
Here, the chi square p value is 0.514 which is more than the value of alpha (0.05). So H0 is accepted. Hence, we can conclude that familiarity with the concept of Green HRM is not based on the training provided to the employees at the time of on-boarding.

8. DATA ANALYSIS – DECSRIPTIVE STATISTICS

All the respondents of the primary survey will be classified based on their profiles including Age, Occupation, and other questions related to GREEN HRM Practices.

- **GENDER**

Gender	Count
Male	33
Female	14
Total	**47**

INTERPRETATION: From the above diagram, it is observed that, out of the total respondents, 52% are male respondents whereas, 48% tend to be the female respondents.

- **AGE**

Age Range	Count
18 – 29	35
30 – 39	12
40 – 49	0
50 and above	0

INTERPRETATION: From the above diagram, we can see that more than half of the respondents i.e. 74% of respondents belong to the age group of 18-29 and rest of the respondents fall in the age category of 30-39.

- **FAMILIARITY**

Familiarity	Count
Very familiar	20
Somewhat familiar	23
Not familiar at all	4

INTERPRETATION: Through the survey, it was found out that almost 92% of the respondents are aware about the concept of Green HRM. Whereas, 8% of the people haven't come across this concept.

- **IMPORTANCE OF GREEN HRM PRACTICES**

Level of Importance	Count
Extremely important	18
Somewhat important	19
Not very important	9
Not at all important	1

INTERPRETATION: The results from the survey has put forward the ideology of the respondents who believe that implementing Green HRM Practices in the organization are important. 38% of the people are with the notion that it is extremely important to implement thesame.

- **EFFECTIVE GREEN HR PRACTICES**

Most effective Green HRM Practices	Count
Encouraging employees to use eco-friendly transportation	8
Encouraging employees to recycle andreduce waste	20
Providing training on the sustainablework practices among employees	9
Promoting sustainable work habitsamong employees	6
Offering incentives for environmentally conscious behaviors	4

INTERPRETATION: It is keen to notice that 46% of the respondents believe that, from the listedways to follow Green HRM Practices, encouraging employees to reduce and recycle waste is the most effective practice and should be implemented in every organization. It is followed by providing training on the sustainable work practices among the employees with 21% of vote.

- **MEASUREMENT OF GREEN HR INITIATIVES**

Measuring success of Green HRinitiatives	Count
By tracking energy usage and costsavings	8
By conducting employee surveys	19
By evaluating overall environmentalimpact	18
By other means	2

INTERPRETATION: The highest voted method, with 41% of votes, to measure the success of Green HR initiatives is to conduct employee surveys which is followed by evaluating overall environmental impact i.e. 38%.

- **TRAINING ON SUSTAINABLE PRACTICES**

Training on sustainablepractices	Count
Yes	31
No	16

INTERPRETATION: From the survey, it was found that 66% of the companies have includedtraining the employees on sustainable practices.

9. FINDINGS

• Encouraging employees to use eco-friendly transportation options, such as biking or public transport, and reducing the carbon footprint of the organization.

• Developing policies that promote the efficient use of resources such as energy, water, andpaper, thereby reducing costs and improving the environmental performance of the organization.

• Promoting the use of renewable energy sources and the adoption of energy-efficient technologies to reduce greenhouse gas emissions.

• Encouraging the recycling and reusing of materials and reducing waste generation.

• Implementing environmental standards and certifications to demonstrate the organization's commitment to environmental sustainability.

10. CONCLUSIONS

In conclusion, the research project on the topic of Green HRM has highlighted the importance of integrating sustainability into HR policies and practices as a sustainable tool for the developmentof enterprises. By doing so, organizations can promote sustainability, enhance employee engagement and well-being, and improve their competitiveness in the marketplace. However, thesuccessful implementation of Green HRM practices requires a commitment from all stakeholders,including senior management, HR professionals, and employees, to prioritize sustainability and work together to overcome the challenges of implementing sustainable practices in the workplace.

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