

Role of Green Human Resource Management Practices on Sustainable Performance

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Abstract

Green HRM is a strategic tool for organising human resource competencies and advocating for concepts that encourage companies to use sustainable business practices. The phrase "human resource management" (HRM) refers to a collection of policies, guidelines, and techniques aimed at controlling and enhancing employee performance in a company to give it a competitive edge.

There are comparatively few first-hand studies in India on green human resource management, despite the fact that it has become a major cause of concern. Green HRM focuses on capturing and retaining green efforts to accomplish corporate objectives, whilst traditional HRM focuses on functions to give an organisation a competitive edge. India's green HRM is beset by numerous problems. A few characteristics from the available research have been selected by this study and can be used to develop Green HRM practices for long-term performance.

Green HRM is investigating several sustainable initiatives as a result. Appropriate norms must be included in order to stop the effects of environmental change. The current study examines the impact of green HRM practices on the sustainable performance of service sector organizations based on a thorough evaluation of the literature. Here, green hiring, training and development, performance management and appraisal, and employee interaction are examples of green HRM practices. The organization's sustainable performance encompasses its social, economic, and environmental aspects.

Green HRM is a process that combines human resource strategies with environmental activities to produce knowledge and insights that might aid in the implementation of sustainability. Conversely, many questions about Green HRM are of a cognitive or practical nature. An approach to quantitative research was used to collect data. Two hundred people took part in the survey, including members of the service sector organization Delhi NCR. Policymakers will also benefit from this research since it will provide them more insight into how to advance GHRM practices and enhance organisational sustainability.

Keywords: Green HRM, Business, Sustainable performance, Green hiring, Green training and development.

Introduction

GHRM addresses the socioeconomic well-being of the business and its employees in addition to an organization's comprehension of environmental concerns. Its goal is to develop a workforce that is environmentally conscious, aware of values, and engaged in green projects. Research on sustainable enterprises is confirming the need for integration of human resource management with the environment. Practices that are in some way related to human labour, the environment, or human resources must be used. Various green HRM techniques may substantially increase employees' willingness, drive, and commitment to lend their expertise and ideas to the company's greening. Mishra, P. (2017).

Global industrialization is pushing humankind towards greater productivity and other business-related activities. The advancement of science and technology has raised living standards while also enhancing human comfort. But it also makes the environment more dangerous and contributes to global climate change, which puts humanity in danger. Humanity faces a calamity as a result of the earth's diminishing resources. Therefore, it is crucial for companies to know whether using green HRM can improve organisational outcomes including social, economic, and environmental performance. Savastano, M. (2023).

Through its recognition of environmental challenges, GHRM plays a vital role in organizations all over the world. GHRM, according to a study by Mandip (2012), is the use of employee engagement to enhance sustainability while also raising worker commitment and understanding of sustainable growth. Additionally, it produces a green workforce that recognizes, values, and actively engages in green initiatives. Numerous businesses now place a higher priority on human resources as a result of growing awareness of social and environmental responsibility. Maguire, S. (2013). While finance

is often considered "the heart of the business," human resources—particularly when it comes to environmental concerns—are becoming more and more recognized as "the soul" of the enterprise. Chaudhary, R. (2018)

Businesses' ability to remain sustainable might be greatly enhanced by green human resource management, or GHRM. All activities aimed at improving a company's social and environmental performance while preserving its economic performance are collectively referred to as sustainability. Khan, M. (2015). "Using Human Resource Management (HRM) techniques to promote sustainability initiatives and improve employee engagement on environmental sustainability concerns" is one way to describe GHRM, a novel concept that is starting to take shape. The amount of knowledge about green HRM is constantly growing, yet there are still gaps in the field. Müller-Camen, M. (2016).

Review of Literature

Mousa, S. K., & Othman, M. (2020), In order to optimize long-term resource utilization and achieve greater work-life balance, efficiency, less waste, positive attitudes towards their jobs, lower costs, and increased employee performance and retention, green HRM integrates environmentally sustainable HR ideas and practices. Organizations can assist employees in lessening their environmental impact by applying green HRM practices.

Green HRM is the use of all employee interactions to support sustainable practices and to increase employee commitment to and understanding of sustainable development, according to Bon, A. T. (2018). According to him, GHRM invests in sustainable projects and activities, which boosts employee engagement, loyalty, and efficiency while also saving money. The three primary GHRM techniques are providing chances for sustainability, fostering the capabilities of green employees, and enhancing sustainable employee performance.

Tayyab, M. (2022), Green HRM plays a significant role in creating a labour pool that recognizes, values, and creates the organization's sustainable approach. People management strategies need to be tied to sustainability in order to achieve organizational goals.

Jaaron, A. (2018), Incorporating green practices into human resource operations including hiring, training, and compensation is crucial for fostering a sustainable culture inside businesses. Furthermore, a growing number of companies have understood how important it is to hire sustainably, which enhances overall branding.

Employees that receive training and development are equipped with attitudes, behaviours, knowledge, and skills that stop the deterioration of environment-related mindsets, skills, and understanding (Zoogah, 2011).

Imran, R., Alraja, M. N., & Khashab, B. (2021), A crucial component of green HRM is employee involvement, which needs to be handled carefully. Employee resistance to green policies and practices typically stems from the fact that they limit their ability to apply their expertise and follow the additional duties imposed by the procedure. Management should allow staff members to take part in environmental protection so that people will act to end pollution and provide opportunities for the ecosystem.

Imran, M. (2020), When a company demonstrates quantifiable operational indicators that fall within approved environmental protection requirements, it is said to be performing well in terms of environmental protection.

Lourens, M. (2023), HR specialists oversee operational staff training as well as leadership and management development initiatives. The HR department plays a vital role in choosing and developing environmentally conscious candidates for leadership positions as well as staff.

Mahmood, F., & Nasir, N. (2023), The importance of Green HRM in fostering sustainable organizations is well known, and it is thought to be essential in tackling environmental issues. Furthermore, Green HRM is seen as a critical component in improving social performance, and research on its effects is becoming more and more popular. According to research, an organization's social performance and sustainability performance can both be greatly enhanced by using green human resource management practices.

Cheema, S., & Javed, F. (2017). In the twenty-first century, industry and the world have come to depend on sustainability. Human resource management techniques, or "Green HRM," are used to support environmental sustainability and the efficient use of resources inside businesses. Business executives must prioritize sustainable development in light of the growing social class divide and the speed at which the environment is deteriorating today. Concern for the world's organizational prosperity has increased in response to the idea of environmental sustainability.

(Mandip et al., 2012), The dynamics of the business environment and the risks associated with urbanization can both be altered with the use of green HRM practices. It comprises utilizing HR practices that are environmentally friendly, leading to significant cost savings, increased job dedication, and efficiency.

As stated by Stafford et al. (2017), the process of finding and employing people who have the skills, knowledge, attitudes, and behaviors necessary to fit into an organization's environmental management systems is known as "green recruiting." In order to maximize recruitment potential and guarantee the hiring of top-notch personnel, organizations must overcome the difficulty of luring and employing the most imaginative, gifted, and creative workers.

Chaudhary, R. (2020), the term "GHRM" refers to the implementation of HRM strategies that assist the promotion of sustainable development more broadly and foster environmentally responsible corporate practices.

This study examined the empirical and theoretical effects of GHRM practices on the long-term organizational viability of service sector companies. This study set out to fill in the gaps that were found in the body of previous studies.

Statement of problem

Given the growing environmental consequences, environmental sustainability is a popular topic that will likely receive greater attention in the years to come. Growing entrepreneurship, industrialization, and foreign direct investment are essential for a country's economy to flourish, yet they will deplete resources and harm the environment. With growing environmental consequences, environmental sustainability is a major topic globally and is predicted to assume greater responsibilities.

Human resource development theories and practices have taken into account a wide range of environmental challenges. Comparably, in response to businesses' worries about environmental sustainability, clean human resource management also developed. This presents a significant obstacle for the service sector. Innovative strategies for striking a balance between environmental preservation and industrial growth must be presented by them.

The expectation of human resource managers is that they will lead and assist the company in accomplishing its objectives as a strategic business partner. According to published research, an organization's triple bottom line would be significantly impacted by the implementation of GHRM. Therefore, using the organization's performance in the areas of economics, society, and the environment, the current study investigated how GHRM contributes to sustainable growth. Given that employee behavior within the company is probably influenced by GHRM practices.

Need of the Study

Green HRM is the process of integrating environmentally friendly practices into employees' regular attitudes and behaviors within a company. It includes all that goes into creating, implementing, and keeping up a system meant to encourage eco-friendly behavior among staff members. In order for the company to meet its environmental goals and significantly contribute to environmental sustainability, green HRM—a crucial component of HRM—tries to teach staff members how to adopt eco-friendly behaviors.

The implementation of green HRM policies, practices, and systems aims to raise employees' awareness of environmental issues for the good of the business, the environment, society, and individuals. Every employee of the company should be instilled with and encouraged to retain a green attitude, with the major objective of GHRM being to help them play four different roles: preservationist, conservationist, non-polluter, and maker. HRM authorities can strategically involve organizations in order to ensure that they provide the finest services while utilizing the least amount of resources available to society. Organizations operate through the use of a wide range of sources, supplies, and related goods.

Investigating GHRM practices in the service industry was the goal of the current study. Many companies are already working on green human resource management, including General Electric, Hewlett-Packard, Hindustan Computers Limited Technologies, Tata Consultancy Services, and Wipro Limited.

GHRM is required to promote policies, practices, initiatives, activities, and procedures that are environmentally sustainable. It follows that green HRM might help create and implement employee development plans that are beneficial to the environment and do less harm to ecosystems, natural resources, and the environment overall. The idea presented here is supported by Jabbour's (2011) reasoning, which implies that both HRM practices and green practices can have a major impact on social and cultural well-being. This study shows that whereas green HRM techniques are widely used in Western countries, there is a significant difference in how these strategies are expanding in Asia's rapidly developing economies.

Objective of the Study

- To investigate how green HRM practices affect the environmental performance of service sector organizations.

- To analyze the impact of eco-friendly HRM practices on the financial performance of service industry organizations.
- To evaluate how organizational social performance in the service industry is affected by green HRM practices.

Research Design

Researchers frequently use questionnaire-based surveys to get a range of responses from participants regarding the study topic from various perspectives. This approach is employed in the study to gain understanding of the topic and gather pertinent data on green management practices in particular service sector companies.

The thorough and in-depth study questionnaire was utilized to collect primary data, which was then used to assess how environmentally conscious service sector companies are when it comes to hiring staff members. Service sector organizations' sustainability has been examined by analyzing the environmental, economic, and social performance of both public and private sector. Service sector staff members were surveyed using the Likert scale to gauge their attitudes. Responses are rated on a scale from "strongly disagree" to "strongly agree" (with values ranging from 1 to 5) in order to determine the degree of agreement with the various metrics.

The researcher has decided on a sample size of 200 online respondents for the purpose of gathering data. The study employed a standardized questionnaire to collect data. The factors that influence the research question are selected. The researcher has the opportunity to gather information and make a determination. The statistical toolkits "Anova Method" and "Chi Square test" are used to analyze and interpret data. SPSS is used for data screening, data coding, and data cleaning. Demographic profiles and descriptive statistics can also be analyzed with SPSS. The study's measurement and structural model are analyzed, and hypotheses are assessed using partial least square structural equation modelling.

Population of the Study

Service organizations from a variety of industries took part in the current study to find out how GHRM practices affected organizational sustainability in the service sector. It covers India's hospitality, telecom, information technology (IT), and other service sectors.

Sampling technique

There are two types of sampling techniques: non-probability and probability. The researcher has chosen to utilize non-probability sampling approaches because it would not be possible to reach every member of the big population. The researchers used judgmental sampling to obtain the sample under the non-probability technique. This makes it possible for the researcher to select the population members who can offer a more insightful viewpoint on organizational performance.

The requirement for inclusion is that the candidate must have a job in India's service industry at the moment. The employee must hold a managerial position in order to be qualified to take part in the survey. This enables the researcher to compile a more knowledgeable viewpoint on the organization's performance.

Method of Data Collection

The primary data was collected using a structured questionnaire. Each variable and demographic data are collected in separate sections of the questionnaire. Five-point Likert scales were used to compile the responses.

Primary and secondary data are used in this investigation. Primary data collected via email and one-on-one interactions with respondents. Information obtained from secondary sources, including pertinent websites, books, journals, research papers, newspapers, and other government survey reports.

Demographic Respondents

1. Age Group of Respondents

Table 1

Age Group	No of Respondents	Percentage
Below 20	33	17
20-40	67	33
41- 60	58	28

Above 60	42	22
Total	200	100

2. Gender

Table 2

Gender category	No of Respondents	percentage
Female	120	60
Male	80	40
Total	200	100

3. Income Levels

Table 3

Income in Rs.	No of Respondents	percentage
Below 25,000	48	24
25,000 to 50,000	52	26
51,000 to 75,000	58	29
76,000 to 100,000	42	21
Total	200	100

Data Analysis and Interpretation

Test Reliability and Validity

The questionnaire's reliability is determined by its capacity to yield consistent responses. The Cronbach alpha values, which are determined using 200 replies, are used to gauge the instruments' dependability. According to Cronbach (1951), a Cronbach alpha value of 0.7 and higher is regarded as acceptable. With an aggregate alpha value of 0.85 (independent variables) and 0.86 (dependent variables), all of the instruments' alpha values range from 0.71 to 0.87, indicating strong reliability. The study instrument should be more sturdy the higher the degree of uniformity, firmness, and reliability. The most widely used and internationally recognised metric for evaluating the scale's internal consistency is Cronbach Alpha.

Table 4. Construct reliability and validity.

Constructs	Cronbach's Alpha	Composite Reliability
Green employee involvement	0.728	0.7253.609
Green Performance Management	0.831	0.81349.397
Green Hiring	0.825	0.83941.571
Green Training and Development	0.869	0.86824.720
Green Sustainability	0.837	0.88140.753

Convergent validity is tested by comparing the degree of agreement between two metrics for the same object. The average variance collected was used to examine and quantify concurrent validity (AVE). The hidden variable may be responsible for at least half of the variation in the indicator when factor loading exceeds 0.728. But you also need to have an AVE greater than 50%, or 0.5. Since every AVE number is more than 0.5, or 50%, the convergent validity hypothesis has been proven.

Testing of Hypothesis

H¹: The environmental performance of service sector businesses is greatly impacted by the implementation of green HRM practices.

Table 5. Pearson Chi square

	Value	Df	Asymp. Sig (2 sided)
Pearson Chi square	14.032	99	0.039

Likelihood ratio	12.437	99	0.229
Linear Association	2.149	2	0.176
No of Respondents	200		

Level of significance = 5%, Calculated value = .048

Interpretation

Considering that the calculated value of 0.048 is less significant than the 0.05 threshold. As a result, the theory was accepted. The conclusion is that there is a large discrepancy between corporate sustainability and staff green behaviour. Green training and development practises are associated with employee green behaviour, which has a major effect on business sustainability in service sector firms, according to study.

H²: Green Human Resource Management practices has positive impact on business sustainability in service sector organisations.

Table 6. ANOVA Test on Green HRM and Business sustainability

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	6.389	4	1.241	0.697	0.387
Within Groups	639.431	196	1.679		
Total	667.687	200			

Interpretation

Advance Anova such as the post hoc test is to identify the groups that differ from one another. Indicating that there is no impact of green HRM practices on the sustainability of enterprises in service sector firms, the significance value of each association was found to be greater than 0.05. The hypothesis has been rejected.

There exists a positive correlation between socially responsible human resource practices and environmental sustainability. Lastly, it will showcase the company in a socially and ecologically conscious light. The environment and society benefit from green HRM practices.

Conclusion

The research's primary findings were centered on green HRM practices and the long-term viability of service sector organizations. One possible green HRM practice that has been found to have a major impact on the sustainable performance of the organization is green hiring. These outcomes are in line with. Masri (2017) asserts that green recruiting practices have been connected to the advancement of environmentally conscious practices, which supports the company's long-term viability and fosters employee loyalty. It is the procedure for increasing productivity and transforming an organization into one that is more environmentally conscious by integrating eco-friendly business practices into the administration of human resources.

Furthermore, the significance of environmentally-friendly training and development is underscored, given its positive impact on the organization's social, economic, and environmental outcomes. It was discovered that there were significant direct correlations between all three dependent variables and green training and development.

The organization's efforts to prevent environmental degradation through green movements, green programmes, and green practices, as well as to preserve resources for future generations, depend on green human resource management instilling in both new hires and existing staff members a sense of environmental responsibility. Green HRM may serve as a source of inspiration and motivation for staff members to devote their time, efforts, and innovative ideas to the company's environmental improvement. Green HRM efforts help businesses reduce their employees' carbon footprints by increasing work/life balance, productivity, cost effectiveness, waste reduction, work/life attitudes, and employee retention.

Three key components make up an organization's sustainable performance: social, economic, and environmental performance. Organizations need to be aware that any one of them degrading would be detrimental to sustainable development. Organizations must to be concerned about the present environmental issues and work towards finding

solutions. Because of this, they believe that implementing green HRM practices is a practical way to support environmental preservation efforts.

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