



A Study on the Impact of Green Human Resource Management on Employee Performance

¹*K. Sathish*, ²*Kumbam Deepika*

¹Assistant Professor, ² Student

^{1,2} Department of Master of Business Administration,

^{1,2} CMR Institute of Technology, Medchal, India.

ABSTRACT:

The purpose of this study is to examine the connection between worker performance and green HRM practices. The goal of green HRM, an emerging strategy, is to improve organizational sustainability and employee well-being by incorporating environmental sustainability concepts into HRM tactics. This research synthesizes empirical evidence to understand the influence of green HRM practices on many dimensions of employee performance, such as individual productivity, job satisfaction, commitment, and innovation. It does this by conducting a systematic review and meta-analysis of the current literature. The results show that, in a variety of organizational scenarios, employee performance and the adoption of green HRM practices are significantly positively correlated. The study also identifies important mechanisms—such as encouraging a positive corporate culture, raising employee engagement, and boosting environmental awareness—through which green HRM practices affect worker performance. In order to promote organizational performance and competitiveness in the modern business landscape, it is critical to integrate sustainability initiatives into HRM strategies. The ramifications of these findings for theory and practice are examined.

Index Terms – HRM tactics, Employee engagement, sustainability.

1. Introduction

In recent years, there has been a growing recognition of the profound impact that human activities have on the environment. As a result, the global community has become increasingly aware of the urgent need for sustainable practices. Organizations are under pressure to adopt environmentally friendly strategies across all aspects of their operations, including human resource management. Green HRM is an emerging approach that integrates environmental sustainability principles into traditional HRM practices. It encompasses various strategies and initiatives aimed at prompting environmental sustainability within an organization while effectively managing its human capital. At its core, Green HRM seeks to align organizational goals with environmental sustainability objectives by forecasting a culture of eco-consciousness among employees, implementing green policies and procedures, and integrating environmental considerations into HR practices such as recruitment, training, performance management, and employee engagement. This project aims to explore the concept of Green HRM in-depth, examining its principles, strategies, challenges, and potential benefits for organizations. The goal is to shed light on how organizations can leverage their human resources to contribute to environmental sustainability while also enhancing their competitiveness and long-term viability in an increasingly eco-conscious world.

In 1996, Wehrmeyer introduced Green Human Resource Management (GHRM) which is an academic concept. He coined the term and also edited a book named 'Greening People: Human Resources and Environmental Management'. This concept of GHRM emerged from discussions on corporate sustainability and sustainable development. GHRM is considered a revolutionary concept in both the academic and practical worlds of HRM. Green Human Resource Management (GHRM) can be defined as the set of policies, practices, and systems that encourage eco-friendly behavior among a company's workforce, leading to an environmentally conscious, resource-efficient, and socially responsible organization. In today's rapidly changing global landscape, characterized by escalating environmental concerns and heightened awareness of sustainability issues, the need for organizations to adopt environmentally responsible practices has never been more pressing.

2. REVIEW OF LITERATURE

Jona Hoxhaj, Selajdin Abduli, Shpresa Sylja(2023)

The purpose of this study is to figure out how employee performance and green HRM effect work-life balance in small and medium-sized businesses in Kosovo and other economies that are transitioning. This study additionally provides a thorough conceptual framework for work-life balance and green HRM management.

S Ahmad (2015)

The report presents simple definition of GHRM and primarily focuses in the numerous Green Human Resource Practices that firms throughout the world are pursuing. The paper discusses the future direction of some GHRM functions, which contributes to the body of existing material. The study concludes with a few HR strategies that could be very successful for green firms.

Madhura Bedarkar, Deepika Pandita (2014)

Over the past ten years, employee engagement has become a term that is becoming increasingly important. Employers today use motivated staff as a strategic partner in the company. Since numerous factors have been found to affect employee performance and well-being at work, the ideas of employee engagement has become even more crucial. Human resource managers must prioritize the physical and emotional well-being of their workforces as businesses in all sectors fight to thrive and exceed their competitors.

Naglaa Fathy El Dessouky; Hakeem Omar Alquaiti (2020)

The purpose of this research is to investigate how organizational performance is affected by Green Human Resource Management(GHRM) practices. The descriptive research design has been chosen for this investigation. The Likert scale, a standardized questionnaire with a 5-point rating system, was used to gather the data. The population consists of all personnel employed by Bahrain's private drilling company, including middle-level, lower-level, and top-level managers. The survey's respondents were chosen using a sample random sampling technique.

Podsakoff and MacKenzie (1997)

This article gives the reasons why they believed that employees' OCBs enhanced organizational performance. Employees can assist one another with work-related issues. Workers who actively participate in meetings can aid in the dissemination of knowledge within the organization, and workers who pick up new skills can strengthen the firm's capacity to adjust to environmental changes.

3. RESEARCH METHODOLOGY**Research Gap:**

Green human resource management, or GHRM, is becoming more and more popular, but little is known about how exactly it affects worker performance. Because there is a dearth of actual data to support the efficacy of GHRM activities, existing research frequently concentrates on the theoretical framework and conceptual elements. Furthermore, research mostly examines how standard HRM methods affect employee outcomes, ignoring the uniqueness and potential benefits of GHRM projects. Moreover, there exists a dearth of study on the moderating or mediating elements that could impact the correlation between GHRM and employee performance, hence providing ample opportunities for investigation. Given that the use and efficacy of GHRM practices might range greatly throughout organizational settings and industries, it is clear that context-specific research is necessary.

Need for the study:

A critical analysis is conducted to comprehend the effects of green human resource management on employee performance. In order to fill in the gaps in the research, the purpose of this study is to look into the relationship between employee performance and Green HRM practices. We aim to investigate the impact of implementing environmentally friendly HRM initiatives on employee productivity, engagement, and overall organizational effectiveness through analysis. Our goal is to offer insightful information to organizational executives and HR experts through statistical analysis and empirical research. This study sheds light on the possible advantages of incorporating environmental considerations into HR procedures, which makes it significant in the context of current sustainability initiatives. In the end, we hope that our research will help firms use Green HRM tactics to improve worker productivity and support environmentally friendly corporate activities.

Purpose of the study:

The purpose of the study is to find out how employee performance is impacted by Green HRM practices. The goal of the research is to provide light on the possible advantages of implementing green HRM practices by examining the relationship between employee productivity, dedication, and satisfaction and environmentally sustainable HR practices. The study's ultimate goal is to further theoretical knowledge and practical applications for businesses pursuing improved worker performance and environmental sustainability.

OBJECTIVES OF THE STUDY

1. Examine the connection between implementing green HRM practices and other aspects of employee performance, such as commitment, work satisfaction, and productivity.
2. Examine the mediating processes by which employee performance is impacted by Green HRM activities. These mechanisms include organizational climate, employee engagement, and the perception of organizational support for environmental sustainability.
3. Analyse the moderating impact of contextual elements on the link between Green HRM practices and employee performance outcomes, such as industry type, corporate culture, and geographic location.

RESEARCH DESIGN

The technique and organization of a study are outlined in the research design. It includes the comprehensive strategy for gathering, analyzing, and interpreting data. It guarantees the validity and trustworthiness of research findings and directs researchers in the methodical examination of research issues or hypotheses. Samples, data gathering strategies, and statistical analysis methodologies are all part of research design.

RESEARCH TYPE: Descriptive in Nature

SAMPLING TECHNIQUE:

To study how Green HRM impacts employee performance, a stratified sampling technique is effective. The population is divided into subgroups based on relevant criteria such as demographics or service industry. Random sampling ensures representation and reduces bias. Purposive sampling targets specific subsets of customers, such as those with varying emotional engagement levels.

DATA COLLECTION METHODS:

Primary Data: Data on impact of green hr on employee performance is collected through surveys, interviews, and observations. Surveys gather quantitative data while interviews allow for in-depth exploration of employee performance. Observations offer real-time insights. These methods facilitate effective the green hr impacts performance of employees in the organizations.

Secondary Data: The data analysis provides valuable insights into how the performance of employees impacted by green hr. It allows researchers to explore historical data and trends, which can inform research questions, hypothesis development, and theoretical frameworks. Overall, secondary data sources offer a rich foundation for understanding the impact created on employee performance by green hr.

Population: 100

SAMPLE SIZE: 64

SAMPLE UNIT: Hyderabad

QUESTIONNAIRE:

A structured questionnaire is used for gathering the data. Multiple choice is used in the survey.

TOOLS USED: Google forms, Microsoft Excel, Charts, Bar graphs and Chi-square test.

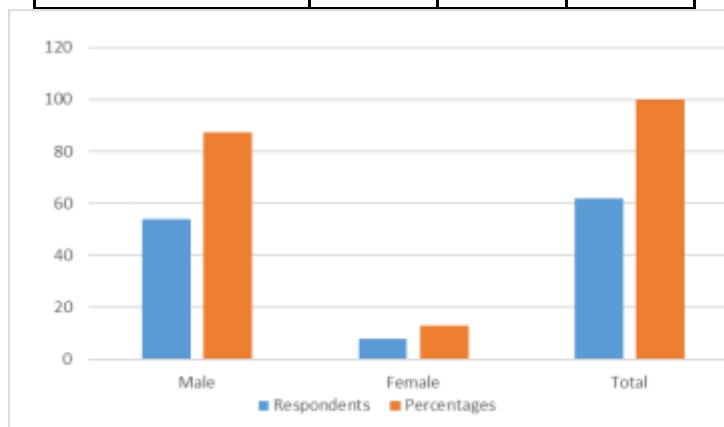
HYPOTHESIS

H0: There is no significant difference between the implementation of Green HRM practices which has positively influenced job satisfaction.

H1: There is a significant difference between the implementation of Green HRM practices which has positively influenced job satisfaction.

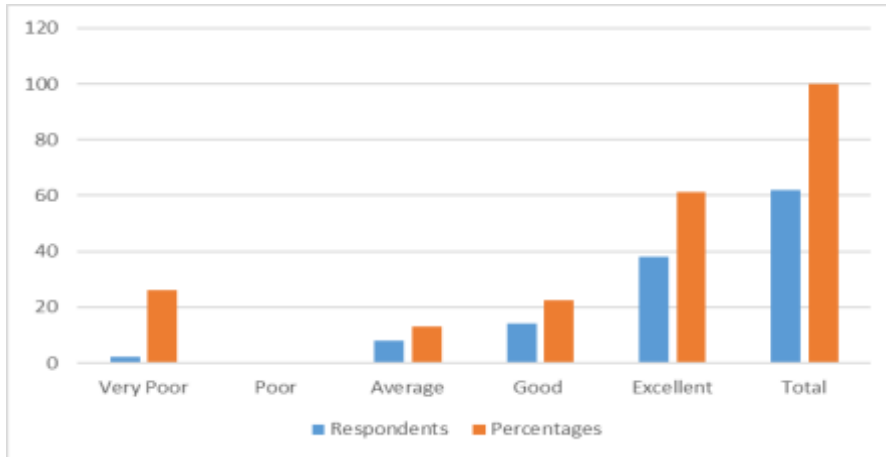
4. DATA ANALYSIS

Gender	Male	Female	Total
Respondents	54	8	62
Percentages	87.1	12.9	100



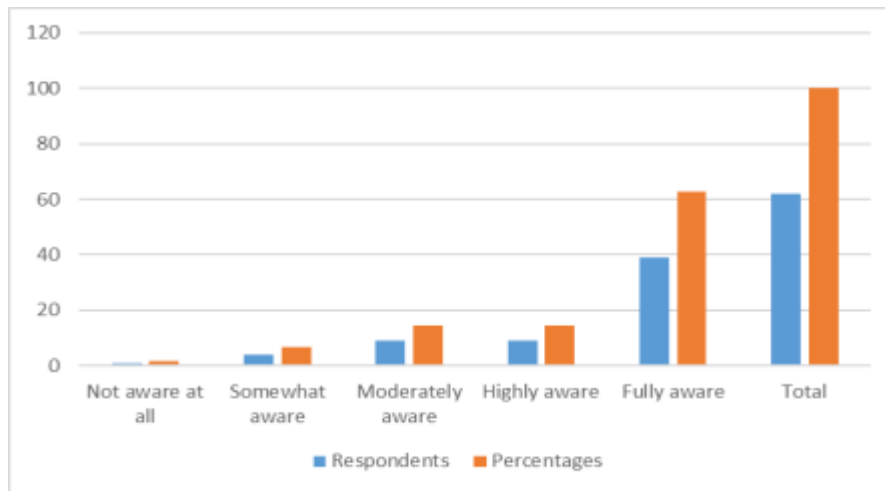
Interpretation: The total respondents are 64 out of which male are 87.1% and 12.9% are female.

How would you rate the implementation of Green HRM practices in your organization?	Very Poor	Poor	Average	Good	Excellent	Total
Respondents	2	0	8	14	38	62
Percentages	26	0	12.9	22.6	61.3	100



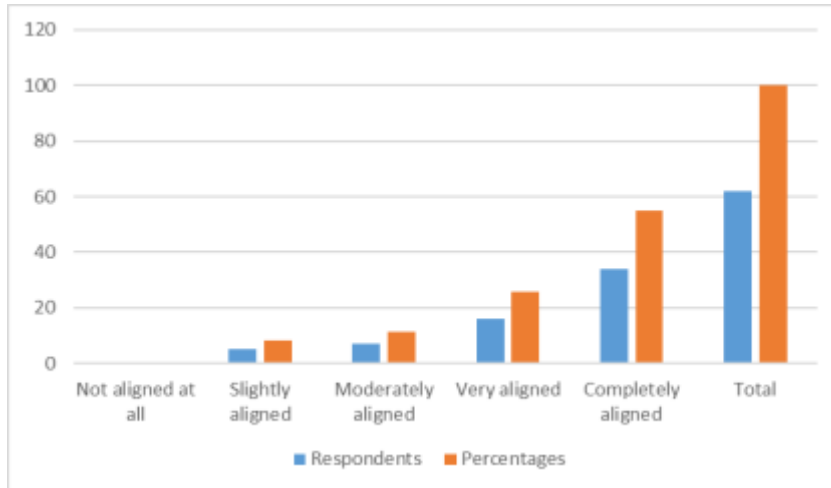
Interpretation: Many people feel that implementation of green HRM practices in the organization is valid as the respondents are 38 and 61.3%

How aware are you of the environmental initiatives facilitated by Green HRM practices in your organization?	Not aware at all	Somewhat aware	Moderately aware	Highly aware	Fully aware	Total
Respondents	1	4	9	9	39	62
Percentages	1.6	6.5	14.5	14.5	62.9	100



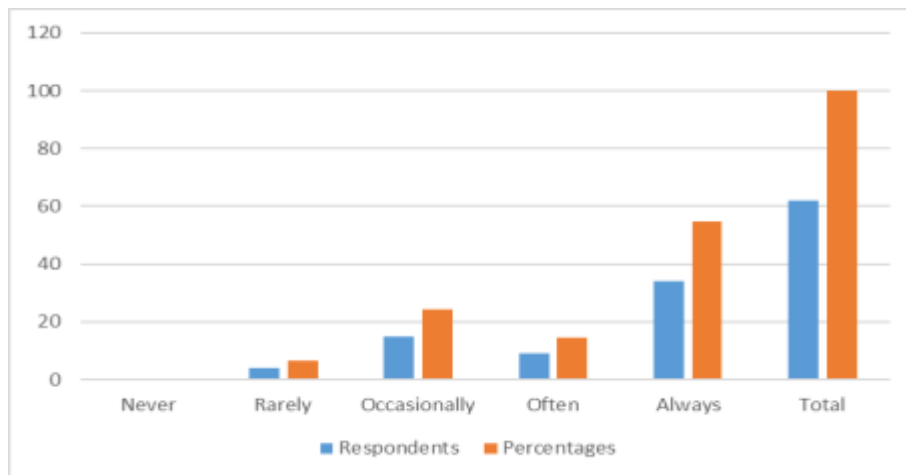
Interpretation: Employees in the organizations are quite aware of green HRM as the percentage is 62.9.

To what extent do you believe HR practices in your organization are aligned with environmental sustainability goals?	Not aligned at all	Slightly aligned	Moderately aligned	Very aligned	Completely aligned	Total
Respondents	0	5	7	16	34	62
Percentages	0	8.1	11.3	25.8	54.8	100



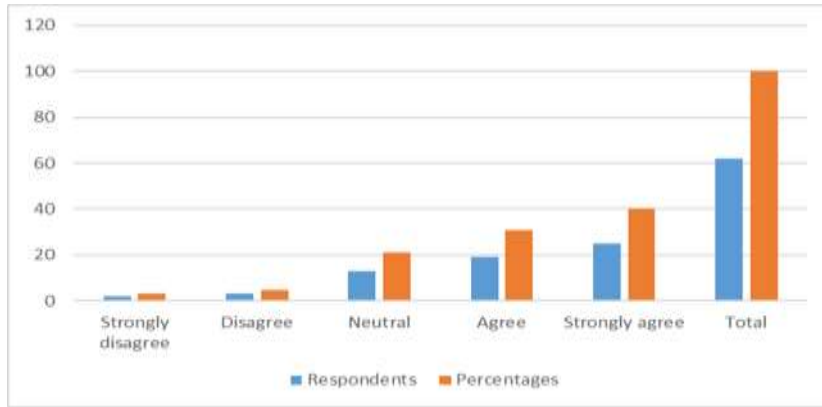
Interpretation: The employees feel that the green HR practices are completely aligned as 34 responses have been collected.

How often do you actively participate in environmental activities or initiatives supported by Green HRM practices?	Never	Rarely	Occasionally	Often	Always	Total
Respondents	0	4	15	9	34	62
Percentages	0	6.5	24.2	14.5	54.8	100



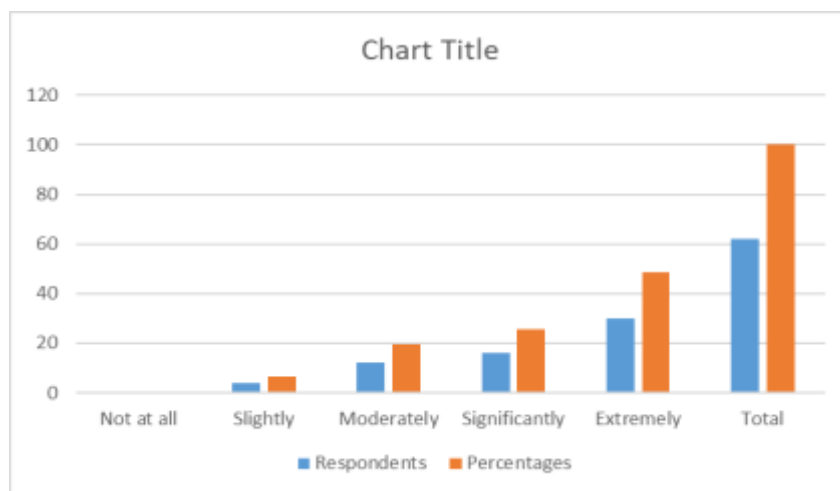
Interpretation: Most of the employees do participate in environmental activities or initiatives supported by green HRM practices as the percentage is 54.8.

Do you believe that the implementation of Green HRM practices has positively influenced your job satisfaction?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Respondents	2	3	13	19	25	62
Percentages	3.225806	4.83871	20.9677	30.6452	40.3226	100



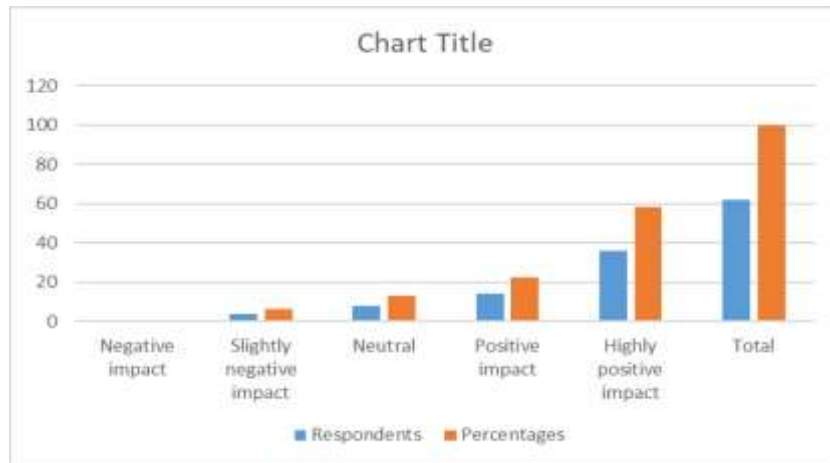
Interpretation: Employees strongly agree that they have a positive influence on their job satisfaction when green HRM practices are done in the organization which is 40.3226%.

To what extent do you feel that Green HRM practices have fostered creativity and innovation in your work?	Not at all	Slightly	Moderately	Significantly	Extremely	Total
Respondents	0	4	12	16	30	62
Percentages	0	6.5	19.4	25.8	48.4	100



Interpretation: To an extreme level Green HRM practices have fostered creativity and innovation in employees work performance which is 48.4%.

Overall, how do you perceive the impact of Green HRM practices on your performance as an employee?	Negative impact	Slightly negative impact	Neutral	Positive impact	Highly positive impact	Total
Respondents	0	4	8	14	36	62
Percentages	0	6.5	12.9	22.6	58.1	100



Interpretation: Finally, the Green HRM practices have highly positive impact on the performance of an employee in the organization which is 58.1.

STATISTICAL TOOLS FOR ANALYSIS

H0: There is no significant difference between the implementation of Green HRM practices which has positively influenced job satisfaction.

H1: There is a significant difference between the implementation of Green HRM practices which has positively influenced job satisfaction.

The chi-square statistics, p-value and statement of significance appear beneath the table.

Results						
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Row Totals
Male	1 (1.74) [0.32]	1 (2.61) [1.00]	12 (11.32) [0.04]	17 (16.55) [0.01]	23 (21.77) [0.07]	54
Female	1 (0.26) [2.13]	2 (0.39) [6.72]	1 (1.66) [0.27]	2 (2.45) [0.08]	2 (3.23) [0.47]	8
Column Totals	2	3	13	19	25	62 (Grand total)

The chi-square statistic is 11.1096. The p-value is .02536. The result is significant at $p < .05$.

V. FINDINGS & CONCLUSIONS:

- The total respondents are 62 out of which Below 25 with 95.2%, 25 to 35 with 1.6% and Above 35 with 3.2%.
- The total respondents are 64 out of which male are 87.1% and 12.9% are female.
- Many people feel that implementation of green hrn practices in the organization is valid as the respondents are 38 and 61.3%.
- Employees in the organizations are quite aware of green HRM as the percentage is 62.9.
- The employees feel that the green HR practices are completely aligned as 34 responses have been collected.
- Most of the employees do participate in environmental activities or initiatives supported by green HRM practices as the percentage is 54.8.
- Employees strongly agree that they have a positive influence on their job satisfaction when green HRM practices are done in the organization which is 40.3226%.
- The employees have extremely accepted that the performance has been improved by the Green HRM which is 53.2%.
- To an extreme level Green HRM practices have fostered creativity and innovation in employees work performance which is 48.4%.
- Employees usually engage in environmentally responsible behaviours at work which is 54.8%.
- Employees receive feedback or recognition for contributions to environmental sustainability which is 59.7%.
- Finally, the Green HRM practices have highly positive impact on the performance of an employee in the organization which is 58.1.

CONCLUSIONS:

To sum up, our research has yielded significant findings about the influence of Green HRM practices on worker productivity. It is clear from a thorough examination of qualitative employee views and quantitative performance measures that the adoption of Green HRM initiatives has a beneficial impact on a number of employee performance-related factors. The results highlight the importance of incorporating environmental sustainability into HR processes, as it can lead to a range of benefits such as enhanced job satisfaction and engagement, reduced absenteeism, and higher productivity. The study also emphasizes how crucial leadership backing, employee involvement, and organizational commitment are to the success of green HRM programs.

Adopting and supporting Green HRM initiatives becomes a crucial step in attaining both ecological sustainability and improved employee performance as companies continue to see the link between worker effectiveness and environmental responsibility. Going forward, more investigation is necessary to examine the scalability and long-term impacts of Green HRM practices in various organizational contexts and industries. Ultimately, companies may cultivate a sustainable culture and realize the full potential of their human capital by incorporating environmental stewardship into HR policies and procedures.

References:

- [1] Jona Hoxhaj, Selajdin Abduli, Shpresa Sylja (2023) Effect of Green Human Resource Management and Employee Performance on Work-life balance, SEEU Review Volume 18 Issue 2, 2023 <https://doi.org/10.2478/seeur-2023-0077>
- [2] S Ahmad (2015) Green Human Resource Management: Practices and Policies, received 16 Nov 2014, Accepted 11 Mar 2015, Published online: 02 Apr 2015 <https://doi.org/10.1080/23311975.2015.1030817>
- [3] Madhura Bedarkar, Deepika Pandita (2014) A study on the Drivers of Employee Engagement impacting Employee Performance, Volume 133, 15 May 2014, Pages 106-115 <https://doi.org/10.1016/j.sbspro.2014.04.174>
- [4] Naglaa Fathy El Dessouky; Hakeem Omar Alquaiti (2020) Impact of Green Human Resource Management (GHRM) Practices on Organizational Performance, 2020 Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs(51154).
- [5] Podsakoff and MacKenzie (1997) Green HRM – A way to greening the environment, in IOSR journal of Business and Management, vol. 17, no. 2, pp. 45-53, December 2015.