

## A STUDY ON GREEN HRM PRACTICES AND THEIR IMPACT ON ORGANIZATIONAL PERFORMANCE

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### Abstract

A degrading environment has become a matter of concern for all of us. Environmental issues like global warming, climate change, extinction of animal and plant species, etc. need urgent attention. The factors such as economic growth, population growth, unplanned urbanization, rising energy use, transportation, etc are the main reasons for environmental harm. Environmental problems created by industries are raising serious worries about the environment and the nature of operations carried out in these industries. Every organization whether it is a service or manufacturing is causing environmental degradation in some or the other way. There is an urgent need for bringing change in the way these organizations function in order to stop environmental deterioration. Employees with environmental consciousness can go a long way in greening the organization. Green Human Resource Management is the prerequisite for greening the organization. This situation calls to examine the role of Human Resource Management from the environmental point of view. Therefore, this study was undertaken to explore Green Human Resource Management (HRM) practices and also to identify the most and the least adopted practice. The desire to improve performance may encourage organizations to adopt environmentally friendly practices extensively. Therefore, the study also aimed to examine the impact of green HRM practices on organizational performance. The simple random sampling method was used for the collection of data. The secondary data was collected through articles, research reports and thesis. The primary data was collected through the questionnaire with the help of Google forms which was an e-survey method of data collection. Statistical techniques such as Frequency, Mean and Chi square were used to analyze the data.

**Keywords:** Green, HRM, Environmentally friendly, Performance.

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### Introduction

A degrading environment has become a matter of concern for all of us. Environmental issues like global warming, climate change, extinction of animal and plant species etc. need urgent attention. The factors such as economic growth, population growth, unplanned urbanization, rising energy use and transportation etc are the main reasons for the environmental harm. Environmental problems created by industries and marketing activities are raising serious worries about the environment and the nature of operations carried out in these industries (Rofi, 2019). Industrial and marketing activities put heavy pressure on the environment through the intensive use of energy and depletion of natural resources. It also leads to air and land pollution, degradation of natural eco-systems and health hazards (The Underlying Causes of Environmental Degradation, n.d.) Every organization whether it is a service or manufacturing is causing an environmental hazards in some or the other way. There is an urgent need for bringing change in the way these organizations function, in order to stop environmental hazards. These organizations should embrace environmentally friendly practices on a priority basis. Human resource is an important resource in any organization and instrumental for bringing any new change in the organization.

Employees with environmental consciousness can go a long way in greening the organization. Green Human Resource Management is the pre-requisite for greening the organization. Green Human Resource Management refers to developing and implementing the policies and practices focusing on the sustainable use of resources and reduction in environmental pollution and degradation. (Neeraja & Dhananjaya, 2018). Green Human Resource Management through its policies and practices can play vital role in developing willingness and commitment among the employees to adopt green behaviour and to make the organization environmentally friendly. (Masood, 2018). This situation calls to examine the role of Human Resource Management from the environmental point of view. Therefore, this study was undertaken to explore the Green Human Resource Management (HRM) practices and also to identify the most and the least adopted practice.

The success of green movement is indispensable for saving the mother earth. The green movement can see the desired outcome if the organizations adopt green practices on large scale. Organizations may get motivated to adopt environmentally friendly practices if they see any benefit in it. The adoption of Green HRM practices improve the performance of organization (Baliyana & Misbah 2021). Desire to improve performance may encourage organizations to adopt environmentally friendly practices extensively. Therefore, the study also aimed to examine the impact of green HRM practices on the organizational performance.

### **Significance of the Study**

Industries and marketing activities are causing a great environmental hazards. There is an urgent need for changing the way the organization functions. The adoption of Green Human Resource Management practices not only help to save the environment but also help organizations to improve their performance. Hence, the study can definitely encourage organizations to adopt Green Human Resource Management practices. Therefore, the study examining Green Human Resource management practices and their impact on organizational performance is significant.

### **Review of Literature**

Baliyan and Misbah (2021) identified that the implementation of environmental factors aids the organization or the employee to be more concerned about environmental problems. The study found that Green HRM had a great impact on an organization's performance.

Qureshi, Singh and Almessabi (2020) found that organizations were following the government's vision about Green HRM, they suggested that Government organizations should create more awareness about Green HRM. The authors found that the organization should be well equipped with tools and techniques to find the risks involved with the unawareness and non-implementation of Green HRM.

Menon (2016) explored that Green HRM is an integration between environment management and human resource management. According to the author, employee unions can take initiative to motivate employees to adopt green HR policies and practices; that help to improve workers' health and well-being. According to authors employees can be asked to use solar energy for various purposes. The survey highlighted the areas like performance appraisal, recruitment selection and training and development of Green HRM techniques.

Hettiarachchi (2020) found that the green image is an important outcome of the green viewpoint. Green image is a multidimensional tool that offers diversified benefits with minimum financial investment. GHRM provides policies and procedures to reinforce employee green branding and to attract and retain employees.

Neeraja and Dhananjaya (2018) identified that employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improve organizational environmental performance. According to the authors, unions and employees can help employers to adopt Green HRM policies that safeguard and enhance workers' health and well-being.

Khan and Sidra (2022) explored that Green HRM practices are vital in the workplace to make the environment sustainable and clean. The authors had an opinion that Employee Empowerment should be replaced by Green Employee Empowerment in organizations.

Mandago (2019) found that green recruitment and selection is significant in explaining environmental sustainability. The author further found out that Kenya adopted green training and development practices for improved environmental sustainability.

### **Research Gap**

After reviewing the existing literature, the gap containing the study examining the Green Human Resource Practices and their impact on organizational performance in a city like Mumbai was found.

### **Objectives of the study**

- 1) To explore the Green HRM practices.
- 2) To identify the most and the least adopted practice.
- 3) To examine the impact of green HRM practices on organizational performance.

### **Hypothesis of the study**

H<sub>1</sub> The Green HRM practices have a significant impact on organizational performance.

H<sub>0</sub> The Green HRM practices do not have a significant impact on organizational performance.

### **Research Methodology**

#### **Data Collection**

In order to examine Green HRM Practices and their Impact on Organizational Performance primary as well as secondary data was collected. The secondary data was collected through articles, research reports and thesis. The primary data was collected through the structured questionnaire with the help of Google forms, which was an e-survey method of Data Collection. Questionnaire was based on questions mainly regarding the profile of the respondents, Green HRM practices adopted by the respondents' organization and the impact of Green HRM practices on the performance of the organization.

#### **Sample Design**

The Simple Random Sampling technique was used for the study. The framed questionnaire was sent using an online social media platforms to the respondents of various organizations located in Mumbai. The survey was kept open for fifteen days to receive the desired number of responses. This survey enabled a total number of 85 filled responses.

#### **Statistical Techniques used for Data Analysis**

Statistical software; Microsoft Office Excel 2013 and Statistical Package for Social Science (SPSS) were used for processing the data. Statistical techniques such as Mean, Frequency, and

Chi-square were used for data analysis and interpretation. The data analyzed were presented using tabular presentation.

## Result and Discussion

### 1) Profile of Respondents

To identify Green HRM Practices and their Impact on Organizational Performance the data concerning the profile of the respondents with respect to their age, gender, qualifications and working experience was collected. The same is presented in the following part of the study.

Table 1. Profile of Respondents.

Age	Number of Respondents	Percentage	Gender	Number of Respondents	Percentage
Below 25	59	69.4	Female	51	60
25-34	12	14.1	Male	34	40
35-44	5	5.9	<b>Total</b>	<b>85</b>	<b>100</b>
44-54	5	5.9			
55 and above	4	4.7	<b>Working Experience</b>	<b>Number of Respondents</b>	<b>Percentage</b>
<b>Total</b>	<b>85</b>	<b>100</b>	Less than 5 Years	64	75.3
			5-10 Years	8	9.4
<b>Education</b>	<b>Number of Respondents</b>	<b>Percentage</b>	More than 20 Years	6	7.1
Graduate	56	65.9	16-20 Years	4	4.7
Postgraduate	22	25.9	11-15 Years	3	3.5
12 <sup>th</sup> Std	5	5.9	<b>Total</b>	<b>85</b>	<b>100</b>
Other	2	2.3			
10 <sup>th</sup> Std	0	0			
<b>Total</b>	<b>85</b>	<b>100</b>			

Source: Online Survey

The findings in Table 1 about the profile of respondents revealed that, 69.4% of the respondents were below the age of 25 years, 14.1% of them were between age group 25-34, 5.9% of them were from age group 35-44 and 44-54 respectively and 4.7% were from age group 55 and above. Male respondents were 40% and females were 60%. 5.9% of respondents were 12<sup>th</sup> passed out, 65.9% were Graduated, 25.9% of the total respondents were Postgraduates and 2.3% were from other professional backgrounds. 75.3% of respondents had experience less than 5 years, 9.4% were having 5-10 years of experience, 3.5% were having 11-15 years of working experience. 16-20 years of experience only 4.7% of the respondents had and 7.1% of respondents had more than 20 years of working experience.

### 2) Green Human Resources Management Practices

In order to fulfill the objectives of exploring Green Human Resource Management practices adopted by respondents' organization and also to identify the most and least adopted practice the respondents were asked to rate their opinion about the Green Human Resource Management

Practices adopted by their organization on a five-point Likert scale; where Strongly Agreed was scored as 5, Agreed 4, Neutral 3, Disagree 2, and Strongly Disagree 1. The result of the same is presented below.

Table 2 Green Human Resources Management Practices

Variables	Mean	Interpretation
Our company communicates the environmental goals to all levels of employees effectively	4.05	Agreed
In my company, there is a system of reward for employees showing high environmental consciousness	3.99	Agreed
Our company has integrated environmental consciousness as one of the criteria for the promotion of employees	3.98	Agreed
Our company has integrated environmental consciousness as one of the criteria for appraising performance of employees	3.95	Agreed
My organization uses a paperless recruitment/ selection process of employees	3.72	Agreed
My organization gives preference to the candidates who are environmentally conscious in the selection process	3.72	Agreed
Our company organizes training programs for imparting environmental education to employees	3.70	Agreed

Source: Online Survey

As per the findings in Table 2 respondents agreed that their organization has a system of rewarding employees showing high environmental consciousness (4.05). Further, the respondents also agreed that their company has integrated environmental consciousness as one of the criteria for the promotion of employees (3.98) and for appraising performance of employees (3.95). They also agreed that their organization uses a paperless recruitment/ selection process of employees (3.72), gives preference to the candidates who are environmentally conscious in the selection process (3.72), organizes training programs for imparting environmental education to employees (3.70). Further, it was also found that the practice of rewarding employees showing high environmental consciousness was adopted most by the respondents' organizations and the practice of organizing training programs for imparting environmental education to employees was adopted least by the respondents' organizations.

### 3) Impact of Green Human Resources Management Practices on Organizational Performance

The respondents' opinion was also sought for the impact of Green Human Resource Management practices on their organizational performance using a five point Likert scale ;where Strongly Agreed was scored as 5, Agreed 4, Neutral 3, Disagree 2, and Strongly Disagree 1. The result of the same are presented below.

Table 3 Impact of Green Human Resources Management Practices on Organizational Performance

Variables	Mean	Interpretation
Green HRM practices help to improve the health of the workforce	4.31	Agreed
Green HRM practices help the organization to reduce the cost	4.25	Agreed
Green HRM practices help organizations to develop a green reputation in the market	4.25	Agreed
Green HRM practices help organizations to get competitive.	4.13	Agreed
Green HRM help organizations to improve profitability	4.13	Agreed
Green HRM practices help organizations to improve the relationship with all stakeholders	4.12	Agreed

Source: Online Survey

The findings in Table 3 showed that respondents agreed that Green Human Resource management practices helped to improve the health of the workforce (4.31), reduce the cost (4.25), to develop a green reputation in the market (4.25), to get competitive advantages (4.13), to improve profitability (4.13) and to improve the relationship with all stakeholders (4.12). It indicated that Green Human Resource management Practices helped to improve the performance of the respondent organizations.

### Result of Hypotheses Testing

H<sub>0</sub> The Green HRM practices do not have a significant impact on organizational performance.

H<sub>1</sub> The Green HRM practices have a significant impact on organizational performance.

In order to examine the impact of Green Human Resource Management Practices on organizational performance Chi- Square test was conducted. Profitability is an important indicator of organizational performance therefore the same was taken for examining the impact.

Table 4 Pearson Chi-Square Test to Examine the Impact of Green Human Resource Practices on Organization Performance

5- Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree, 1 Strongly Disagree

Crosstab						
		Green HRM help organization to improve profitability				Total
		2	3	4	5	
My organization has integrated environmental protection practices into Human Resource Management policies and practices	1	0	1	0	0	1
	2	0	3	0	1	4
	3	2	1	5	5	13
	4	1	4	25	9	39
	5	1	3	8	16	28
Total		4	12	38	31	85
Chi-Square Tests						

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.574 <sup>a</sup>	12	.001
Likelihood Ratio	26.741	12	.008
Linear-by-Linear Association	6.775	1	.009
N of Valid Cases	85		

Source: Online Survey

The result of the Chi-Square test (Table 4) revealed that there was a significant impact (P-value 0.001) of Green Human Resource Management practices on the profitability of the respondents' organization.

### Limitations of the Study

1. The study was constrained to the employees working in selected organizations in Mumbai only.
2. The study was conducted with 85 respondents only.
3. The study was limited to selected variables only.

### Recommendations and Conclusion

It is a high time for all industries and organizations to wake up and take initiative to take every possible step to stop environment deterioration. Human resource is very important resource in any organization. Their willingness and support are instrumental to bring green change in the organization. It is evident from the study that adoption of green practices not only help to reduce harmful impact on the environment but also to improve performance of organizations. Therefore, organizations should be encouraged to adopt Green Human Resource Management practices to get this dual benefit. The Human Resource Management of organizations play an important role by managing human resources efficiently and effectively. They should now bear the extra responsibility by incorporating green in all their functions. Through their functions, they should train and inspire employees to adopt green practices in all the areas of the organizations. This will surely help to make green movement successful and to save our mother earth.

### Future Scope of the study

Nothing is more important than saving the environment today. The study like this should be conducted extensively considering its importance from the environmental point of view. The study of this nature can be conducted in other cities like Mumbai. It can also be extended at the state level and national level and on large scale. The study can also be conducted for a specific sector or organization instead of a mix of organizations.

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