

# Green Human Resource Management and its impact on the Employees of the Service Sector

Dr. Niyaj Shabbir Sheikh,

Assistant Professor  
LKMIMSR, Chandrapur

**Abstract:** Scholars' focus is shifting away from depending solely on technology advancements and towards behavioral change in employees as a result of institutions' delayed and ineffective environmental performance. The Ability-Motivation-Opportunity (AMO) theory is the foundation for this study, which looks at how organizational citizenship behavior towards the environment (OCBE) of academic staff is affected by green HRM practices (green competence building practices, green motivation enhancing practices, and green employee involvement practices). Second, an assessment is made of the role that OCBE plays in mediating between each Green HRM practice and environmental performance. Organizations can better match their business strategy with the environment by utilising green human resource management (HRM) techniques. This study, which is grounded in the resource-based view of the company, uses cross-sectional data to analyse the impact of green HRM practises on sustainability.

**Keywords:** Green Human Resource Management, organizational identification, sustainability, environmental performance, individual green value



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## Introduction

The massive demand for a more sustainability-oriented and environmentally friendly agenda has had numerous negative effects on nations all over the world, whether they are developed or developing (such as Australia, the USA, China, or Brazil); consequently, the call has been made for an urgent change and the adoption of green practices. Companies must not just be effective and offer value in today's fiercely competitive global market; they also need to be responsible, which includes being responsible for the environment.

“The interest in Green HRM has increased in the last decade, with the recognition as one possible green management practice strategy of a company that can reduce its environmental footprint and make the business more sustainable. Since 2016, the importance of Green HRM research increased noticeably among scholars” (Yusliza et al., 2017).

Sustainability has emerged as a global conversational hot button. Recently, businesses have come to the realization that the ongoing availability of natural resources is essential to the survival of their operations. Their operations will become less sustainable when natural resources are depleted, which will also affect the organizations financial stability. The triple bottom line approach, which takes into account the social, environmental, and economic aspects of company at the same time, is also the secret to gaining a competitive advantage, according to corporate leaders. Because of this, businesses are changing the way they operate by incorporating social and environmental considerations into their business strategies. When green manufacturing concepts like Kaizen, Six Sigma, Lean Manufacturing, and Jidoka were initially introduced, organizations all over the world strove to optimize their production processes. Slowly, "greening" spread throughout several organizational functional domains in the form of green marketing.

“Rapid increase in pollution from industrial practices, accompanied by a decline in natural resources, has driven governments, governmental associations, environmental agencies, stakeholders, competitors,

customers, employees, and society as a whole to push firms and corporations to adopt green practices on a larger scale, where implementing such practices will lead to operational development, economic gain, and improvement of organisations' environmental performance and competitive advantage" (El-Kassar and Singh, 2019; Singh et al., 2019 b).

Obviously, HRM is viewed as having significant sustainability potential. Yet, several types of contributions from organizational functions, particularly from HRM, are necessary for environmental measures to be implemented in a firm effectively. In order to develop and implement sustainable business strategies across the entire firm, the HR function is essential. Setting and accomplishing environmental and social goals, as well as reconciling them with conventional financial performance indicators, can be helped by the HR department. The HR department can collaborate with other departments to develop a sustainability plan and company values. The focus areas for figuring out the relationship between the disciplines differ greatly, despite the increased attention given to studies on Green HRM. Therefore, it is required to build a comprehensive idea of this structure as well as an overview of the body of Green HRM research already in existence. There are currently not enough thorough literature studies that have examined and assessed the growing body of research in Green HRM. Hence, a thorough and enlarged assessment of the literature on green human resource management is required. As a result, this article offers in-depth analyses and insights into Green HRM research that has been published in prestigious scholarly journals.

## **Literature Review**

Green HRM refers to "the systematic, planned alignment of typical human resource management practices with the organization's environmental goals" (Jabbour, 2013, pp. 147–148). "The area of green HRM is of significance within organizations as it contributes to other departments such as green management, green operations, green marketing, and green supply chain management. Green HRM is considered to have a holistic view, which aligns employees with the company's environmental strategy. Activities with a green focus are difficult to initiate as they require systemic change, and any change has to be initiated, implemented, and accepted by employees, as this is one of green HRM's primary aims" (Mishra, Sarkar, & Kiranmai, 2014). "Previous researchers argue that the manner in which HRM is greened is often studied in terms of a continuum comprising all HRM practices—analysis and job descriptions, recruitment and selection, training and development, performance and appraisal, and rewards" (Renwick, 2013).

"Job analysis has grown in importance due to changes in the workforce and in jobs themselves. A clear delineation of the roles and responsibilities of a certain position, through job analysis, ensures that every level of the organizational structure understands its contribution and adds value to the product/service development. Job analysis also ensures that incumbents deliver on their values with minimum overlap and wastage of resources. Many companies have indicated that job analysis improves administrative efficiency, enhances the organization's work environment, reduces costs, and improves productivity" (Roscoe, Subramanian, Jabbour, & Chong, 2019). Hence, job analysis and job descriptions are essential elements in recruiting the correct candidates.

Two categories of employee green behaviour can be distinguished: task-related green behaviour and voluntary green activity. Task green behaviour was defined by researchers as green behaviours carried out within organisational limits and the scope of essential job responsibilities. Other definitions of task green conduct include actions that are formally designated and described as a component of job descriptions. Green behaviours that entail individual initiative and go above and beyond what is expected of them by the organisation are referred to as voluntary employee green behaviour. Discretionary behaviours provide the social, organisational, and psychological framework in which task performance takes place.

"Green training and involvement (GTI) is considered an essential priority for any company, as it contributes to its sustainable development" (Pinzone et al., 2019).

"Any organization's success in achieving environmental performance hinges on the eco-friendly behavior of its employees. For an organization to achieve ecological sustainability, it is important to understand how HRM practices affect the eco-friendly behavior of employees" (Kim et al., 2019).

The pro-environmental behaviours of employees, which are termed Organisational Citizenship Behaviour towards Environment (OCBE), are individual voluntary actions that lead to effective environment performance in an organization

## Research Methodology

For this investigation, a mixed (qualitative and quantitative) technique approach was used. With this method, you can better grasp a phenomenon and develop a thorough understanding of it. This method was used in the current study to increase knowledge with sustainable performance and GHRM practises in the healthcare industry. In order to find GHRM practises and sustainable performance, a thorough search of the literature on GHRM practises was done as the first stage of the research.

## Sampling Techniques

The research was conducted in the healthcare service sector in the vidharbha, in 2021; the population of the study comprised four classifications that covered all the services provided in the healthcare sector adopted by the Ministry of Health (MOH) (e.g. primary care centres, secondary and tertiary care centres (hospitals and rehabilitation centres), central laboratories, and blood banks. The MOH provided the research with raw data about these healthcare organisations (e.g. the name of the health care organisation, location, classification, and others). The total population was 77 organizations. To judge the validity and reliability of the questionnaire prior to starting the study, and to check the consistency of the questionnaire, a number of questionnaires were distributed to a group of the study sample, comprising six experts in the healthcare sector. Conducting a pilot study in this manner can help researchers in many ways, e.g. testing and assessing the feasibility of a survey.

General description was used to assess the level of implementation of the GHRM bundle and the dimensions of sustainability with its three dimensions (environmental performance, economic performance and social performance) in the healthcare service. As can be seen in Table 1, the means and standard deviations of the model were reported. For making easy of interpretation of the Likert scale five- point that was used in the current study, we used five equal sized categories as follows: scores less than 1 were considered very low; scores from 1-2 were considered low, scores between 2-3 were considered moderate, and those in between 3-4 were considered high, and those more than 4 were considered very high.

	Mean	Standard Deviation	Level of Implementation
Green hiring	2.4806	1.1018	Moderate
Training and green participation	2.4331	1.1878	Moderate
Green performance management and compensation	2.3712	1.1931	Moderate
Environmental performance	3.5506	1.0695	High
Economic performance.	2.7610	1.000	Moderate
Social performance	3.9647	0.9021	High
Total for GHRM	2.4283	1.1609	Moderate
Total for sustainable performance	3.4254	0.9905	High

**Table 1: Level of implementation of the GHRM bundle and sustainable performance**

According to the findings, the GHRM bundle's overall means of implementation level and sustainability were 2.4283 and 3.4254 on a scale of 5, respectively. This indicates that in the Vidarbha context, GHRM practises are applied at a moderate level and sustainable performance is applied at a high level. Green recruiting received the greatest level of the GHRM package (2.4806), followed by training and green participation (2.4331), and green performance management and pay (2.3712), which received the lowest level of implementation. The practises with the highest level of implementation in terms of sustainability are social performance (3.9647), followed by environmental performance (high level of implementation reached 3.5506), while the practise with the lowest level of implementation was economic performance (moderate level) (2.7610).

## Conclusion

The results showed that GHRM procedures were only marginally adopted by employees, which was consistent with findings from earlier research on the manufacturing industry conducted in a national setting. This shows that healthcare institutions still do not fully reap the rewards of implementing these environmental measures. The GHRM bundle showed a favourable correlation with EP, Ec.P, and SP, which is in line with the findings of earlier investigations. This finding indicates that the GHRM bundle and EP have a positive and significant association, which is supported by the findings. Green hiring, green training, and green involvement were shown to be the most influential green practises, while green performance management and remuneration were found to be the least influential. Only a few businesses have included environmental principles into their employment procedures, despite the fact that green hiring was the earliest and most popular green practise. The findings revealed that green hiring, as a key instrument for luring talent, existing qualified, competent, and environmentally skilled individuals as being more effective, and incurred lower costs than formal training courses about environmental issues.

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