

EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON INDIVIDUAL GREEN VALUES

¹Vivekanand Ankush Pawar

¹Associate Professor, MES's Pillai Institute of Management Studies and Research, New Panvel, University of Mumbai, India

²Ketki Vivekanand Pawar

²Visiting faculty-Business Analytics and Data Science, MES's Pillai Institute of Management Studies and Research, New Panvel

ABSTRACT:

Green Human Resource Management (GHRM) has become a crucial field of study as a result of the growing emphasis on sustainability in business operations. With an emphasis on how ecologically conscious HR policies and practices influence employees' ecological consciousness and behaviors, this study investigates the effect of GHRM practices on individual green values. The goal of this study is to investigate the connection between the growth of individual green values among employees and GHRM activities, including green hiring, training, performance management, and compensation.

This research examines how GHRM practices affect employees' commitment to and awareness of the environment. Investigate how green training and development might promote environmentally friendly workplace practices and evaluate how green performance reviews and pay affect the employees' pro-environmental sentiments.

Research Methodology for this study uses a quantitative research methodology, gathering information from employees in various businesses using GHRM practices through a standardized survey questionnaire.

The research aims to investigate any association between GHRM practices and individual green values through formulation of hypotheses and data analysis using hypothesis testing with statistical tool such as, Chi-square Test.

Keywords: Green Human Resource Management, Individual Green Values, Sustainability, Green Training, Organizational Culture, Pro-Environmental Behavior

INTRODUCTION

One important tactic for integrating environmental management into HR policies and processes is green human resource management, or GHRM. As environmental sustainability gains more attention globally, companies are learning how critical it is to teach green values to their staff. Individual green values are personal beliefs and behaviours that prioritize environmental sustainability. The convergence of GHRM and individual green values is essential for improving environmental performance, strengthening corporate social responsibility (CSR) initiatives, and developing a sustainable workplace culture.

Green Human Resource Management (GHRM) has developed as an important strategy for integrating corporate practices with environmental sustainability objectives. By incorporating eco-friendly efforts into human resource policies, GHRM hopes to build a workforce that embraces green values and practices, improving both environmental and organizational performance. This paper investigates the impact of GHRM practices on individual green values, combining findings from global research to better understand this link.

Comprehending Green HRM

GHRM addresses the integration of environmental factors into a variety of HR tasks, including hiring, training, performance reviews, and incentive programs. The purpose is to raise employees' understanding of environmental issues and inspire them to participate in eco-friendly activities that help the organization achieve its sustainability goals. Renwick et al. (2016) divide GHRM activities into three categories: building employee motivation (e.g., green performance evaluation and awards), developing skills (e.g., green training), and providing opportunities (e.g., increasing employee participation in environmental projects).

GHRM Procedures and Personal Green Principles

Individual green values are personal ideals that prioritize environmental sustainability. These principles have a significant impact on employees' willingness to participate in environmentally friendly workplace initiatives. Research indicates that GHRM practices have the ability to shape and reinforce these values, leading to more environmentally friendly behaviour. For example, a 2019 study by Pham et al. discovered that green training and development initiatives boost employees' green values by having a beneficial impact on their environmental dedication and expertise.

Methods Connecting Green Values and GHRM

There are multiple ways in which GHRM practices and personal green ideals are related: **Psychological Green Climate:** GHRM procedures help to establish a psychologically green workplace, where staff members believe that the company is genuinely committed to environmental sustainability. Employee intrinsic desire to embrace green practices is increased when personal and company values are aligned. A 2019 study by Saeed et al. showed that the association between GHRM activities and pro-environmental behaviour is mediated by a strong psychological green climate.

1. **Relational Psychological Contract:** GHRM initiatives can strengthen the relational psychological contract between employees and the organization by fostering mutual trust and commitment. When workers feel that their employer supports environmental sustainability, they are more inclined to embrace green ideas and act in an environmentally responsible manner. Shen et al. (2018) found that the effect of GHRM on employees' green behaviour is mediated by a strong relational psychological contract.
2. **Environmental Knowledge and Awareness:** GHRM activities like green training help employees learn more about the environment and increase their awareness of how their actions affect sustainability. Stronger green values may emerge as a result of this greater awareness. For instance, Ahmad et al. (2021) discovered that the association between GHRM practices and employees' green actions is mediated by environmental awareness.

Moderating Elements

GHRM practices' impact on personal green values varies depending on the situation; a number of moderating factors may influence this relationship:

Individual Variations: The way that GHRM practices affect individual green values can be moderated by human characteristics such as preexisting environmental values, beliefs, and personality qualities. Employees may react more favourably to GHRM activities if they already have a strong commitment to environmental issues.

Workplace Culture: The effectiveness of GHRM procedures can be increased by an encouraging workplace culture that places a high priority on sustainability. On the other

hand, GHRM programs may be less effective in societies where environmental issues are not given much attention.

Leadership Support: GHRM practices can have a greater effect on employees' green values if corporate leaders are dedicated to environmental sustainability. Leaders that support GHRM efforts and provide an example of green conduct inspire their staff to follow suit.

Global Views and Consequences

The strategic importance of GHRM in promoting sustainability is becoming increasingly apparent to organizations worldwide. For instance, a study conducted in the healthcare sector of Pakistan by Saeed et al. (2019) found that GHRM practices have a positive effect on environmental performance through the mediation of psychological green atmosphere and pro-environmental behaviour.

Similarly, Mehak and Hamid's (2024) study of the leather sector in South India showed that green awards and pay have a favourable effect on people's green attitudes, which in turn improve organizational sustainability.

These results highlight how GHRM approaches are universally applicable in a variety of industrial and cultural contexts. They draw attention to how GHRM may foster personal green values, which will increase employee awareness of environmental issues and enhance organizational sustainability results.

Need of the Study

Organizations are developing sustainable practices in response to rising environmental concerns such as pollution, resource depletion, and climate change. Although GHRM emphasizes institutional sustainability measures, environmental policies can be more effective if they are in line with employees' natural green values. Organizations can develop a workforce that is both environmentally conscious and actively involved in sustainability projects by understanding this intersection. The goal of this study is to close the gap between personal sustainability commitment and company green initiatives.

Research Objectives

1. To study the association between training on environmental sustainability provided by organization and individual green values of the employees.
2. To investigate the relationship between employees' participation in the company's sustainability program and their individual green values.
3. To look at the relationship between Green Human Resource Management (GHRM) methods and individual green values.

LITERATURE REVIEW

As businesses work to match their HR procedures with environmental sustainability objectives, green human resource management, or GHRM, has attracted a lot of attention lately. Using information from international studies found in sources including EBSCO, JGATE, ProQuest, and Google Scholar, this review of the literature looks at how GHRM has changed over time and how it affects personal green values.

The Development of Green HRM

The early 2000s saw the emergence of the GHRM concept, which reflected a move to incorporate environmental management into HR procedures. GHRM's definition and essential activities, such as green hiring, training, performance reviews, and incentive

schemes, were the main topics of early research. Research has been broadened to examine GHRM's strategic role in promoting environmental sustainability in businesses. For example, Pham et al. (2019) offered a thorough analysis of GHRM, stressing its development and suggesting avenues for further study.

Themes Common to GHRM Research

The literature on GHRM and its impact on personal green values has revealed a number of recurrent themes:

Integration of Environmental Goals: The purpose of GHRM practices is to match organizational environmental goals with employee actions. This integration makes sure that workers' everyday tasks support more general sustainability goals. For instance, in order to improve organizational citizenship behaviour toward the environment, Pham et al. (2019) underlined the need of coordinating HR practices with environmental policies.

Employee Empowerment and Engagement: Pro-environmental behavior increases when GHRM strategies empower employees. Setyaningrum and Muafi (2023) assert that green HRM practices, green lifestyles, and digital abilities all positively affect a company's ability to survive.

Mediating Role of Organizational Culture: GHRM procedures are more effective when there is a supportive organizational culture. According to Yusliza et al. (2020), GHRM promotes environmental citizenship behaviour within organizations through a green organizational culture.

Effect on Individual Green Values: GHRM methods result in sustainable actions both inside and outside the workplace by influencing employees' own environmental values. GHRM methods in conjunction with ethical leadership have been shown to improve employees' green values and actions (Islam et al., 2021).

Disparities in the Research Results

There are differences on the degree and mechanisms of this influence, despite the general agreement that GHRM has a good effect on personal green values:

Contextual Factors: Different sectors and cultural environments have different levels of success with GHRM techniques. The influence of GHRM on environmental performance, for example, varies throughout the hospitality industries in different nations, according to Pham et al. (2020).

Leadership Role: While some studies stress the need of leadership in GHRM practice implementation, others contend that organizational culture is more important. While Yusliza et al. (2020) concentrated on corporate culture as a mediator, Islam et al. (2021) emphasized the significance of moral leadership in encouraging green activities.

According to the research, GHRM methods empower and engage people, create a supportive company culture, and integrate environmental goals into HR activities to positively impact individual green values. However, contextual elements including leadership styles, industry type, and cultural milieu affect how effective these approaches are. These contextual factors should be investigated in future studies to gain a more complex knowledge of how GHRM affects personal green values.

Methods of Research

Both qualitative and quantitative research procedures are used in this study's mixed-methods approach.

Research Design: Correlational and descriptive research design.

Data Collection: Structured questionnaires designed through Google Form and send it to employees using convenience sampling and collected 83 responses out of which 2 outliers were removed and final sample is 81 respondents.

Data Analysis: To evaluate hypotheses, statistical methods such chi-square tests were employed using EXCEL.

Research Hypotheses

Research Hypothesis 1 :

There is an association between training on environmental sustainability provided by organization and individual green values of the employees.

Research Hypothesis 2 :

There is an association between individual green values of the employees and their involvement in company's sustainability program.

Data Analysis

Research Hypothesis 1 :

There is an association between training on environmental sustainability provided by organization and individual green values of the employees.

Null Hypothesis : There is no association between training on environmental sustainability provided by organization and individual green values of the employees.

Alternative Hypothesis : There is an association between training on environmental sustainability provided by organization and individual green values of the employees.

Observed Frequency (O) :

Level of IGv	My organization provides training on environmental sustainability.		
	Agree	Disagree	Total
High	23	12	35
Low	25	21	46
Total	48	33	81

Expected Frequency (E) :

Level of IGv	My organization provides training on environmental sustainability.		
	Agree	Disagree	Total
High	20.74	14.26	35
Low	27.26	18.74	46
Total	48	33	81

Group	Observed Frequency (O)	Expected Frequency (E)	(O - E)	(O - E) ²	$\chi^2 = \frac{(O - E)^2}{E}$
HA	23	20.74	2.26	5.10	0.25
HD	12	14.26	-2.26	5.10	0.36
LA	25	27.26	-2.26	5.10	0.19
LD	21	18.74	2.26	5.10	0.27
				$\chi^2 =$	1.06

$$\chi^2 = 1.06,$$

For this example, degrees of freedom (df) = $(r - 1)(c - 1) = (2 - 1)(2 - 1) = 1$.

At the five percent significance level, the table value of χ^2 for one degree of freedom is 3.841.

We are unable to reject the null hypothesis at the 0.05 level since the computed value of χ^2 (1.06) is less than the table value (3.841).

Thus, we can draw the conclusion that **“There is no association between training on environmental sustainability provided by organization and individual green values of the employees”**.

Research Hypothesis 2 :

There is an association between individual green values of the employees and their involvement in company’s sustainability program.

Null Hypothesis : There is no association between individual green values of the employees and their involvement in company’s sustainability program.

Alternative Hypothesis : There is an association between individual green values of the employees and their involvement in company’s sustainability program.

Observed Frequency (O) :

Level of IG	I actively participate in workplace sustainability initiatives.		
	Agree (A)	Disagree (D)	Total
High (H)	30	5	35
Low (L)	32	14	46
Total	62	19	81

Expected Frequency (E) :

Level of IG	I actively participate in workplace sustainability initiatives.		
	Agree (A)	Disagree (D)	Total
High (H)	26.79	8.21	35
Low (L)	35.21	10.79	46
Total	62	19	81

Group	Observed Frequency (O)	Expected Frequency (E)	(O - E)	(O - E) ²	$\chi^2 = \frac{(O - E)^2}{E}$
HA	30	26.79	3.21	10.3041	0.38462486
HD	5	8.21	-3.21	10.3041	1.255066991
LA	32	35.21	-3.21	10.3041	0.292646975
LD	14	10.79	3.21	10.3041	0.954967563
				$\chi^2 =$	2.887306389

$$\chi^2 = 2.8873,$$

For this example, degrees of freedom (df) = $(r - 1)(c - 1) = (2 - 1)(2 - 1) = 1$.

At the five percent significance level, the table value of χ^2 for one degree of freedom is 3.841.

We are unable to reject the null hypothesis at the 0.05 level since the computed value of χ^2 (2.8873) is less than the table value (3.841).

Thus, we can draw the conclusion that **“There is no association between individual green values of the employees and their involvement in company’s sustainability program”**.

CONCLUSION

Fostering a sustainable workplace requires an understanding of the relationship between individual green values and green HRM. However, the research found that there is no association between training on environmental sustainability provided by organization and individual green values of the employees. The research also found that there is no association between individual green values of the employees and their involvement in company’s sustainability program. The limitation of the study was that sample size was small, hence scope for further studies persist as larger sample size may give clearer picture of the relationship between the variables.

REFERENCES

- Ahmad, S. (2015). Green Human Resource Management: Policies and Practices. *Journal of Environmental Management*, 148, 55-60.
- Jabbour, C. J. C. (2019). Green Human Resource Management: A Review and Research Agenda. *Business Strategy and the Environment*, 28(5), 740-760.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green HRM: A Review, Process Model, and Research Agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Mehak, S. S., & Hamid, H. (2024). Analyzing the influence of green human resource practices on organizational sustainability: The role of green attitudes and performance of employees. *Environment, Development and Sustainability*.
<https://doi.org/10.1007/s10668-024-05157-5>
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-method
- Islam, T., Hussain, D., Ahmed, I., & Sadiq, M. (2021). Ethical leadership and environment specific discretionary behaviour: The mediating role of green human

resource management and moderating role of individual green values. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'Administration*.

7. Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399.
8. Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, 88, 102392.
9. Setyaningrum, R. P., & Muafi, M. (2023). Green human resource management, green supply chain management, green lifestyle: Their effect on business sustainability mediated by digital skills. *Journal of Industrial Engineering and Management*, 16(1), 1-26.