



## AN EMPIRICAL ANALYSIS OF GREEN HRM AS AN EMERGING TREND IN HRM PRACTICES

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**Article History:**

**Received:** 25.08.2022

**Revised:** 29.12.2022

**Accepted:** 20.03.2023

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### Abstract:

This paper tries to attempt an empirical analysis focusing on fact that how an adverse effect of climate change on human kind has enforced companies to move towards sustainable operations and formulate green rules. Green HRM or GHRM is thus an emerging field in management to provide sustainable solution to reduce operational cost, effective HRM strategies. This study examines the Green HRM and its relationship with organizational commitment. The novelty and worth were evaluated. Many books on Human Resource Management make up the sample. According to actual research, and related topics are rarely covered in strategies implementation. Evidence from relevant literature indicates that there is a need to devote more time on Green Human Resource Management related issues. In this paper we used content analysis methodology, where many sources were reviewed. In empirical research work, we provided useful insights into the green practices adopted by organizations (in the background of a developing economy like India) where environmental concern is on rise. Human Resource Management of the corporations need to provide substantial Green Training and Development applications for the personnel for higher delight of the employees.

**Keywords:** *Green HRM, Organization Commitment, HR Practices, Sustainable Development*

### Introduction:

In context to align business related processes and upliftment of natural environment, it is necessary to give environment- friendly strategies to every person involved viz from customers to buyers; so as to make them environment conscious. The businesses require worldwide standards for environmental safety and renovation. “Green Human Resource Management (referred as GHRM) is a useful resource control and is an emerging field in management. This calls for the sustainability between green HR and different practical areas of the organization. Latest studies have recommended that, the emerging business situation for green environmental mechanism deals with the policies and practices consistent with the social, economic and environmental issues, which constitute the three pillars of sustainability. The cutting-edge position of the ‘greening’ feature plays a mandatory role in fixing the environmental performance of organizations. The main concern for organizations nowadays is that how many of them are in green competition and how many of them have aligned their company’s new HRM method into its overall performance control mechanism.

Now-a-days, a reasonable range of corporations exercise this green human resource control practices in the international context [3, 4]. There may be a need for the growth of the organization which understand this new technique and tries to implement it into their corporations because of its increasing call at international level and development of global standards, A latest view of environment management, recommended that with a selected

purpose to accomplish surroundings sustainability goals, agencies can use right human aid control practices to inspire and keep their personnel. The focal point of today's corporations is Green human Resource management, in which human support system is conducting greening the subculture of the organizations by means of preserving green places of work and green practices. With the intention to acquire organizational environmental goals of going green by two essential initiatives are "environmental pleasant HR practices and protection of human capital", [5] this will be carried out through hiring and maintaining green personnel, having sufficient knowledge and competencies of green employees.

## **Review of literature:**

### **Green HRM:**

Extant literature shows that Human Resource Management (HRM) system has advanced from old-fashioned form of labour which includes low degree of employee involvement, to a more participative and supportive strategies in which worker gets opportunities to broaden abilities, knowledge and mind set (Singh et al., 2019; Lengnick-Corridor et al., 2009). In growth consciousness environmental management and sustainable improvement of the assets (Philips, 2018; Cavicchi, 2017; Roos and O'Connor, 2015), Green human resource management (GHRM) refers to HRM practices geared towards environmental and ecological influence of the corporations and it's far connected with firm environmental approach and green behaviors of employees (Renwick et al., 2013). We argue that GHRM is vital to sustainable HRM literature and focuses on firm environmental control practices in which Green HRM acts as a platform to attach HRM practices to environmental management activities of the firm (Dumont et al., 2017; Masri and Jargon, 2017).

Therefore, GHRM mirrors company's strategic orientation in the direction of environmental safety and asks pinnacle management to be aware of organizational processes and practices that emboldens human beings to participate in green activity behaviours to reduce environmental pollutions on the administrative center (oh et al., 2016; Mishra et al., 2014). In different words, GHRM encompasses incorporation of enterprise's ecological management desires to the hr procedures namely, recruitment & selection, education & improvement, performance control & assessment, rewards & popularity (Muller-Carmem et al., 2010; Renwick et al., 2008).

The Green performance can be accomplished by way of ensuring green method in HRM practices from selection of green employees to reimbursement of personnel, hence organizational green performance [6, 7] can be added (Oath & Arul rajah, 2014). Scholars within the field of studies are that specialize in green HRM and green practices. The choices and conduct of human useful resource executives is reflecting the Green HRM practices and organizational sustainability performance (green signatures; Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Environmental Management System (EMS) is vital for the businesses to layout and increase company environmental strategies and to attain the environmental dreams (Haden et al., 2009).

Researcher believes that human resource When HRM structures are aligned with other elements of the business enterprise, they have a tendency to be extra effective. Specifically, numerous research have located that HRM structures are extra powerful [8-10] while they're aligned with an enterprise's lifestyle (Jackson et al., 2014). Although senior leaders are commonly identified as influential shapers of organizational cultures (Schneider et al., 2017), few studies have specially tested leaders contribute to or constrain the effectiveness of strategically aligned HRM systems. In spite of increasing issues about the moral role of cutting-

edge corporations because of numerous scandals and systemic social issues, we found no studies that checked out the joint effects of HRM and ethical management or moral organizational climate or culture. It's miles in all likelihood this situation will begin to exchange soon; in that case, this observe can be at the leading edge of a brand new subject of inquiry. Constant with the contingency logic described above, we assume that they have an effect on of a GHRM mechanism on the commitment [11-13] of a company's excessive-degree managers is likely to be conditioned by means of contextual influences that either fortify or negate the performance expectations and needs that GHRM purportedly targets. Following current calls for further investigation of relevant boundary situations (e.g. Jiang et al., 2013) and constant with emerging proof that leadership is one critical element to don't forget (Chuang et al., 2016), we assume that ethical leadership as a potential moderator of the GHRM–tempt new dedication and relationship.

The term green human resource control deems to be new idea for majority inclusive of, academics and specialists in HRM, of path there are human beings who have heard approximately this massive idea and additionally some humans who've heard about this summary, but aren't clear what green hrm is? But, “it became possibly originated in 1996 from the contribution by way of Wehrmeyer (1996), who edited a book titled greening humans: human sources & environmental management”. (Jackson, Renwick, Jabber & muller-camen, 2011). Where he defines GHRM as “Green HRM is the usage of hrm guidelines to promote the sustainable use of sources within groups and, greater usually promotes the reasons of environment sustainability”, (Mahratta & Adhikari, 2013). The sustainability and environmental problems are getting the crucial factor of hrm practices, but there is much less evidence in the shape of literature and academic research. The HR practices should be aligning to environmental and sustainability problems in an effort to get competitive side and obtain environmental sustainability of the organization (Ulrich, Brock bank, and Johnson, 2009). Human aid management practices are one of the major component in achieving green organizational dreams and sustainable performance. The overall hrm practices such as, education, choice, recruitment, compensation are aligned to green practices Cherian and Jacob (2012) [1]. The overall performance can be accomplished by way of ensuring green method in HRM practices from selection of green employees to reimbursement of personnel, hence organizational green performance can be added (oath & Arul rajah, 2014). Pupils within the field of studies are that specialize in green HRM and green practices. The choices and conduct of human useful resource executives is reflecting the GHRM practices and organizational sustainability performance (green signatures; Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Environmental Management Systems (EMS) is vital for the businesses to layout and increase company environmental [14,15] strategies and to attain the environmental dreams (Haden et al., 2009). Researcher believes that human resource.

### **Employee Engagement:**

Worker engagement has come to be a heavily discussed topic in recent years. However, there's still ambiguity within the academic literature as to how employee engagement may be motivated through management. There has been widespread hobby in employee engagement, [2] but this has been coupled with a good deal of misunderstanding. In keeping with kulak et al (2008), this misunderstanding may be partly attributed to the fact that there's no definitive definition, resulting in engagement being operationalized and ultimately measured in various ways. From a hr perspective today, engagement continues to be an essential attention. Because of the hard monetary climate, organisations now greater than ever are determining to restructure and resize, which has ended in companies investigating new strategies to preserve and increase engagement. Companies combat to recruit and train their skills, so that they want to do their great to maintain of it. Enterprises want to strike the proper balance among fostering and

improving worker engagement ranges a time no longer compromising their aggressive function. (De vita, 2007). Due to the immense effect worker engagement had on sears, hr consultancy companies commenced to work with organizations to develop metrics on the way to quantify worker attitudes and behaviours and there resulting impact on purchaser satisfaction and organizational overall performance. In step with Jim crawly, a precept at hr studies and consultancy business enterprise towers peril, “even as formerly absolutely everyone could intuitively have said there may be a hyperlink among people being well-disposed in the direction of an organization and the probability of that organisation being a hit, now there may be evidence to prove it” (de vita, 2007). In December 2004, the Harvard enterprise evaluate launched the effects of a survey accomplished by the corporate management council, which concerned the compiling of fifty,000 worker engagement surveys in extra than fifty nine countries international. One of the essential findings from the look at was that extended commitment can result in a fifty seven% development in discretionary effort displayed by means of employees. In keeping with Buchannan (2004) the extended discretionary attempt displayed with the aid of personnel produced on average, a 20% growth in man or woman overall performance and an 87% discount in desire to leave the employer. According to Sirota, mischkind & Meltzer (2005), from the analysis in their research on employee attitudes, which became primarily based on in no way before-published case studies and statistics from 920,000 employees from 28 multinational organizations over four years, resulted within the generation of hard facts to prove that the proportion rate of establishments with incredibly engaged employees accelerated on average by using 16% in 2004 in evaluation to the industry common of 6%. In addition, the stock charge of businesses with high.

Engagement had advanced overall performance to similar agencies in the same enterprise by a ratio of 2.5:1 throughout 2004. Conversely the stock price of organizations with low morale underperformed on the subject of the industry competition by way of a ratio of five:1. Consistent with Sirota (2005) “morale e is a direct consequence of being dealt with properly through the agency, and employees go back the gift” of correct treatment with better productiveness and paintings fine, lower turnover (which reduces recruiting and schooling prices), a decrease in workers shirking their obligations, and a superior pool of activity candidates. Those gains translate immediately into better corporation profitability. Elements of engagement, formerly discussed by means of Kahn (2016) in a single psychological kingdom. Because of the varying definitions of employee engagement, the effects of different studies come to be difficult to observe. This is due to the fact each look at can also observe the problem of worker engagement thru a distinct lens, relying at the definition they decide upon. In keeping with Ferguson (2007), with a commonplace definition of employee engagement missing, it cannot be correctly described and hence it can’t be measured and accordingly controlled. These obligations have been done by using the man or woman, as Taylor had a choice for designing the venture across the remoted character instead of the crew, as his idea that „herding“ people right into a gang ended in every individual becoming less green.

### **Employee Behavior:**

Moorhead (2015) pointed that organizational behaviour is a field of observe that investigates the human behaviour within a corporation, just like the interface among human conduct and the business enterprise, for the cause of making use of such understanding closer to enhancing an employer’s effectiveness. Organizational conduct is being studied an increasing number of, and it applies the know-how obtained with the aid of individuals and companies on behaviour inside an employer if you want to make paintings extra powerful. Consequently, organizational behaviour is involved with the observe of what human beings do in an enterprise and how their

conduct impacts the agency's performance. As an end result, organizational behaviour is closely related to subjects consisting of selection-making, leadership, motivation, personality, productivity, human overall performance and control. Robbins (2010) classes the lookat into 3 domain names: people, companies and corporation structures. Lifestyle performs numerous roles within an employer. Inside the first place, it gives enterprise identities, which means that it creates obstacles among one business enterprise and others, as well as individuals. In addition, tradition ought to transform individual self-interests into something larger which coincides with a business enterprise's aim. Moreover, for the reason that subculture regulates the conduct of the worker by way of offering suitable requirements, it enhances the organizational system degree. Eventually, way of life acts as a behavioral mechanism that guides and shapes the attitudes and conduct of personnel.

Robin, (2010) the phenomenon of tradition associated with employee conduct seems to be increasingly important in nowadays place of job. Studies on the relationship among organizational way of life and organizational behaviour is becoming an increasing number of essential. An increasing number of research have tested the connection between organizational tradition and organizational behavior. Researchers declare there's a fantastic dating. In those studies, various strategies were implemented, including theoretical look at, discipline take a look at and empirical lookat and so on.

A take a look at provided via Kotter and Haslet (2012) gave a terrific instance on the connection among organizational culture and organizational behaviour. In their examine, their conclusion may be categorized into two: a contingency version and a general model. The contingency model indicated that higher appearing agencies have strong cultures, but only if the way of life fits the business enterprise's environment. In comparison, the regular version mentioned that if an organization desires to behave well within the long term, it need to have a way of life centred on three constituencies: customers, personnel, and stockholders.

### **Employee motivation**

Within the following chapter the concept motivation is defined. Plainly motivation can be conceived in many unique ways; e.g. Many researchers attempted to formulate motivation however all proposed exceptional approximations. As an instance Herzberg's concept of motivation (1959) is still used in recent times. Herzberg became one of the first men and women who prominent between intrinsic and extrinsic motivation. And that difference could clarify and consequently assist motivating employees. In this chapter a few definitions could be stated, collectively with a creation of the theories of Maslow (1943) and Herzberg (1959). But more importantly a separation among intrinsic and extrinsic motivation is made. This separation is likewise beneficial to clarify the relationship between worker motivation and overall performance.

It is also said that although there's a few war of words about the significance of various elements within the definition of motivation, there may be consensus approximately a few underlying residences. Particularly, that motivation is man or woman phenomenon, it's miles defined as being intentional, it is multifaceted and that the reason of motivational theories is to predict behaviour. Mitchell (2010) additionally argues that motivation is involved with motion and the inner and external forces that have an effect on one's choice of movement. And that motivation is not the behaviour itself, and it certainly is not overall performance. When it comes to this, Mitchell (2010) proposes his very own definition of motivation: "motivation becomes the diploma to which a character needs and chooses to have interaction in certain behaviors". One way wherein performance control structures may be efficiently initiated in an enterprise is with



the aid of tying the overall performance reviews to the activity descriptions bringing up the precise green desires and tasks. For instance, performance appraisal can cover such subjects as environmental incidents, usage of environmental duties, lowering carbon emissions and the communication of environmental concerns and policy (Wehrmeyer, 1996 as mentioned in Renwick, et al., 2008).

### **Organizational Commitment:**

It includes a managerial procedure that assists a firm to prepare its Green initiatives by means of hiring green aware humans. Empowering and training them as they come to be critical for his or her organizations overall performance and worthwhile them for acting green tasks (Lefebvre, a. Lefebvre & Talbot, 2013). As a way to gain a green purpose, the enterprise must contain all of its employees in numerous work fields and motivate them to independently adopt eco-tasks. This could appreciably empower the employees and their pleasure level might be better.

According to Jabbour et al., (2011), satisfied employees help in boosting the overall performance of the surroundings commitment is described usually because the relative power of an man or woman's identity with and involvement in a specific business enterprise. It could be characterized with the aid of at the least three associated dimensions: -a sturdy notion in and reputation of the company's desires and values; a willingness to exert tremendous attempt on behalf of the organisation; and a sturdy preference to hold membership inside the company (Mowday et al., 2014). Recognized three salient dimensions of employee commitment: affective, continuance and normative. Affective commitment describes a person's choice to live with the agency given her/his emotional attachment to, and identity with the company (Meyer and Allen, 2010, 2019). An excessive stage of affective dedication has been discovered to be associated with low employee turnover, low absenteeism and improved task overall performance (Meyer et al., 2012). Continuance commitment describes a person's need to remain with the corporation resulting from her/his reputation of the expenses (tenure, pay, benefits, vesting of pensions and own family commitment, and so on.) related to leaving the organization (Meyer and Allen, 2010, 2019). In comparison, normative commitment displays a character's feeling of duty to preserve organizational membership because he/she believes it's far morally proper to be unswerving to, and stay in, the organisation. Several researchers have tested the relationships between hrM practices and organizational dedication. For example, in an man or woman-stage evaluation, Paul and Anantharaman's (2014) have a look at of software program experts confirmed that HRM practices had a giant fine relationship with organizational commitment. HrM systems have also been observed to relate to dedication in samples of frontline employees from car apartment, retail, and hospitality corporations in south the us (Browning, 2016). Payne and Huffman (2015) determined in a longitudinal have a look at that organizational commitment mediated the connection among mentoring, a hrM exercise within the enterprise studied, and employee turnover through the years. In a unit-degree observe, Wright, Gardner, and Moynihan (2013) found a wonderful dating among hrM practices and organizational commitment in a have a look at of a few business units from a large provider enterprise. Kim (2019) investigated how personnel of the it enterprise perceived green practices.

**Organization Sustainability:**

Fig: 1 - Organizational Sustainability

Sustainability is often described as the “capacity to fulfil the wishes of the prevailing without compromising the capacity of future generations to fulfil their needs (WCED, Muller, 2014). Within the environmental literature, the idea of green management for sustainable development has diverse definitions; all of which usually, are seeking to provide an explanation for the want for balance among business increase for wealth introduction and safeguarding the herbal surroundings in order that the destiny generations may also thrive (daily & Huang, 2011). Nevertheless, the difficulty of ways a character organisation or entire society achieves sustainability from the green human resource management movement remains debatable and uncertain. For this reason, research on how business can also shape their centres to beautify for sustainability via green human resource control initiatives appears paramount.

**Significance of the study:**

It is not a hidden fact that human resource is the most important asset of an organization that plays an important role in managing the employees. At the moment, the recent increased trend of corporate focus on greening the business, the modern employees have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies.

This study can be meaningful for the improvement & development of the business Performance because Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment-friendly HR practices with a specific focus on employee engagement, employee behaviour, and employee sustainability

**Objective of the study:****Primary objective**

- A Study and examine the Green HRM and its relationship with organizational commitment.
- To identify the Green HRM for sustainability growth in the organization.
- To examine in nature and extent of Green HRM initiative undertaken the review of literature on the HR aspects of environmental management.

**Sample Size:** 127 people responded for this survey.

**Data Analysis and Interpretation:**

Table -1 Reliability Test

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	127	100.0
	Excluded <sup>a</sup>	0	.0
	Total	127	100.0
a. List wise deletion based on all variables in the procedure.			

Table -2 Reliability Statistics

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
0.66	5

Table-1 show the Cronbach's alpha which is used to measure the reliability or internal consistency of a set of scale items. It used, to assess the internal consistency of items on a Likert scale questionnaire. (Stangroom). Cronbach's alpha ranges from 0 to 1. Higher values indicate stronger relationships between the items on your scale. A Cronbach's alpha between 0.6 to 0.7 or higher is usually considered to be acceptable.

**Chi-Square:**

Table-3 Chi-square test between sustainability and green HRM

<b>Case Processing Summary</b>						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sustainability * GHRM	127	100.0%	0	0.0%	127	100.0%



Table-4 Chi-square Test (1)

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	125.908 <sup>a</sup>	84	.002
Likelihood Ratio	79.675	84	.613
Linear-by-Linear Association	5.012	1	.002
N of Valid Cases	127		

a. 99 cells (98.2%) have expected count less than 5. The minimum expected count is .02.

Table-5 Chi-square Test Between Sustainability and Green Employee Engagement

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sustainability * Employee	127	100.0%	0	0.0%	127	100.0%

Table-6 Chi-square Test Between Sustainability and Green Employee Engagement

Chi-Square Tests			
	Value	df	Asymptotic Significance(2-sided)
Pearson Chi-Square	145.193 <sup>a</sup>	98	.000
Likelihood Ratio	100.669	98	.407
Linear-by-Linear Association	12.238	1	.000
N of Valid Cases	127		

a. 115 cells (100%) have expected count less than 5. The minimum expected count is .01.

Table-7 Chi-square test between sustainability and green Employee Behaviour

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sustainability * Behaviour	127	100.0%	0	0.0%	127	100.0%

Table-8 Chi-Square Tests (2)

<b>Chi-Square Tests</b>			
	Value	df	Asymptotic Significance(2-sided)
Pearson Chi-Square	104.265 <sup>a</sup>	91	.000
Likelihood Ratio	94.782	91	.372
Linear-by-Linear Association	2.558	1	.000
N of Valid Cases	127		

a. 107 cells (100%) have expected count less than 5. The minimum expected count is .02.

Table-9 Chi-square test between sustainability and green Employee Motivation

<b>Case Processing Summary</b>						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sustainability * Motivation	127	100.0%	0	0.0%	127	100.0%

Table-10 Chi-Square Tests (3)

<b>Chi-Square Tests</b>			
	Value	df	Asymptotic Significance(2-sided)
Pearson Chi-Square	109.535 <sup>a</sup>	77	.000
Likelihood Ratio	86.076	77	.224
Linear-by-Linear Association	9.356	1	.000
N of Valid Cases	127		

a. 91 cells (100%) have expected count less than 5. The minimum expected count is .02.

Table-11 Chi-square test between sustainability and organization commitment

<b>Case Processing Summary</b>						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sustainability * Commitment	127	100.0%	0	0.0%	127	100.0%

Table-12 Chi-Square Tests (4)

Chi-Square Tests			
	Value	df	Asymptotic Significance(2-sided)
Pearson Chi-Square	85.394 <sup>a</sup>	77	.000
Likelihood Ratio	77.095	77	.476
Linear-by-Linear Association	6.597	1	.000
N of Valid Cases	127		

a. 93 cells (100%) have expected count less than 5. The minimum expected count is .01.

**Regression:**

Table-13 Relationship between sustainability and GHRM

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 <sup>a</sup>	.040	.032	.46463

a. Predictors: (Constant), GHRM

Table-14 ANOVA<sup>a</sup>

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.118	1	1.118	5.178	.000 <sup>b</sup>
	Residual	26.985	125	.216		
	Total	28.103	126			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), GHRM

Table-15 Relationship between sustainability and Employee Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312 <sup>a</sup>	.097	.090	.45054

a. Predictors: (Constant), Employee

Table-16 ANOVA<sup>a</sup> (1)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.730	1	2.730	13.447	.000 <sup>b</sup>
	Residual	25.374	125	.203		
	Total	28.103	126			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), Employee						

Table-17 ANOVA<sup>a</sup> (2)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.571	1	10.571	32.59	.000 <sup>b</sup>
	Residual	27.533	125	.220		
	Total	28.103	126			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), Behaviour						

Table-18 Relationship between sustainability and Employee motivation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273 <sup>a</sup>	.074	.067	.45621
a. Predictors: (Constant), Motivation				

Table-19 ANOVA<sup>a</sup> (3)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.087	1	2.087	10.027	.002 <sup>b</sup>
	Residual	26.016	125	.208		
	Total	28.103	126			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), Motivation						

Table-20 Relationship between sustainability and organization commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229 <sup>a</sup>	.052	.045	.56158
a. Predictors: (Constant), Commitment				

Table-21 ANOVA<sup>a</sup> (4)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.471	1	1.471	6.906	.000 <sup>b</sup>
	Residual	26.632	125	.213		
	Total	28.103	126			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), Commitment						

Table-22 Correlation

Correlations							
		GHRM	Employee	Behavior	Motivation	Commitment	Sustainability
GHRM	Pearson Correlation	1	.381**	.269**	.220*	.234**	.199*
	Sig. (2-tailed)		.000	.002	.013	.008	.025
	N	127	127	127	127	127	127
Employee	Pearson Correlation	.381**	1	.518**	.448**	.408**	.312**
	Sig. (2-tailed)	.000		.000	.000	.000	.000



Table-23 Correlations Between Variables

	N	127	127	127	127	127	127
Behavior	Pearson Correlation	.269**	.518**	1	.418**	.456**	.142
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	127	127	127	127	127	127
Motivation	Pearson Correlation	.220*	.448**	.418**	1	.450**	.273**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	127	127	127	127	127	127
Commitment	Pearson Correlation	.234**	.408**	.456**	.450**	1	.229**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	127	127	127	127	127	127
Sustainability	Pearson Correlation	.199*	.312**	.142	.273**	.229**	1
	Sig. (2-tailed)	.025	.000	.000	.000	.000	
	N	127	127	127	127	127	127
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

**Interpretation:**

- The p value is 145.193<sup>a</sup>. The chi square test statistics is 14.5 with an associated  $p < 0.05$ . The Null hypothesis is rejected since  $p < 0.05$  the alternative hypothesis is accepted. Its significant value of p is 0.000 levels. So there is a significant association between Employee engagement and sustainability.
- The p value is 125.908<sup>a</sup>. The chi square test statistics is 12.5 with an associated  $p < 0.05$ . The Null hypothesis is rejected since  $p < 0.05$  the alternative hypothesis is accepted. Its significant value of p is 0.000 levels. So there is a significant association between GreenHRM and sustainability.
- The p value is 104.265<sup>a</sup>. The chi square test statistics is 10.4 with an associated  $p < 0.05$ . The Null hypothesis is rejected since  $p < 0.05$  the alternative hypothesis is accepted. Its significant value of p is 0.000 levels. So there is a significant association between Employee Behavior and sustainability.
- The p value is 109.535<sup>a</sup>. The chi square test statistics is 10.9 with an associated  $p < 0.05$ . The Null hypothesis is rejected since  $p < 0.05$  the alternative hypothesis is accepted. Its significant value of p is 0.000 levels. So, there is a significant association between Employee motivation and sustainability.
- The p value is 85.394<sup>a</sup>. The chi square test statistics is 14.5 with an associated  $p < 0.05$ . The Null hypothesis is rejected since  $p < 0.05$  the alternative hypothesis is accepted. Its significant value of p is 0.000 levels. So there is a significant association between and sustainability.

### Findings:

- It understood that 47% of respondents are agree for company promotes environment protection in the work place.
- Majority of the respondents are 44.90% neutral on the organization set green goal for employees.
- From the analysis it can be noted that majority of the respondents is 60% of respondents are agree on the managing provide with employees green training to promote green values.
- Majority of the respondents are 52% Neutral the company include environmental criteria in the recruitment messages.
- It Understood that 46.5% respondents agree the company provide environmental education to the workforce
- From the analysis it can be noted that majority of the respondents is 26.8% search relevant information the opportunity to do the work best.
- From the analysis it can be noted that majority of the respondents is 27.6% are agree search relevant information
- It Understood that 60%of respondents are agree, suggestion will be considered during the job.
- From the analysis it can be noted that majority of the respondents is 48% are agree search relevant information the embrace innovation for sustainability.
- Majority of the respondents are 27.6 % agree on the Encourage and support others to act green.
- It understood that 55% of respondents are Neutral the Educate and train others for sustainability.
- Majority of the respondents are 27.6 % agree on the environment.
- From the analysis it can be noted that majority of the respondents is 48% are Neutral, the promotional opportunity in the organization.
- Majority of the respondents are 18.1% agree on the team incentives and rewards in the green organization.
- It Understood that 48.8% of respondents are agree on the employees in this company are encouraged to put forward new ideas on energy.
- Majority of the respondents 15.7% the extent management is interested in motivating the employee.
- It Understood that 49.60% of respondents are Neutral the company are provide environmental training to us to develop required skills.
- Majority of the respondents are 26.8% of respondents are disagree the others employees to follow the green policy in management.
- From the analysis it can be noted that majority of the respondents 18.6% agree the great company to do work.
- It Understood that 3.90% of respondents are Strongly agree, 27.6% of respondents

agree, 60% of respondents are Neutral, 15.7% of respondents are disagree, 5.5% of respondents are Strongly disagree on the organization commitment interns of image and goodwill.

- Majority of the respondents are 43.3% of respondents are Neutral the happy spend the rest of my career.
- Majority of the respondents are 27.6 % agree on the Encourage and support others to act green.
- It Understood that 18.1% of respondents are agree comfortable feeling in the management.
- From the analysis it can be noted that majority of the respondents 60% of respondents are Neutral the organization handle the employee problems.
- Majority of the respondents are 51.2% of respondents are Neutral the management improve its performance.

### **Suggestion:**

Based on the above findings the following tips are proposed by means of the researcher for the tremendous implementation of the GHRM in the Organizations.

- To Business Organizations Secure job surroundings enhances the diploma of Job Satisfaction. Management must create a surroundings of job protection amongst personnel Apart from job security, administration need to supply job stability.
- Job Motivation of personnel in any employer is of utmost significance to in order to obtain the goals of a company and make it sustainable in the lengthy run.
- An organization and businessmen have to make certain the worker participation in management and administration. In administration there is a proverb that Esprit de corps? that capacity cohesion is strength. Harmonious and group work is usually effective and environment friendly for the commercial enterprise success. When the employees and personnel are motivated to take section in the administration and selection making that skill they are contributing to the organization.
- It displays that when the degree of Job Satisfaction increases, the degree of Organizational Commitment additionally increases. Therefore, this component must be increased to enhance an employee 's dedication to an organization.
- Organizations need to begin perfect overall performance appraisal structures which result in pay rise, promotion, and coaching of the personnel that will beautify on employees Job.
- Human Resource Management of the corporations need to provide substantial Green Training and Development applications for the personnel for higher delight of the employees.
- As there is tremendous relation between Green Reward Management and Employee Motivation so, organisation have to provide consciousness rewards for environmental performance. The success of focus rewards depends on the significance of company-wide identification. For example, such interest will increase employee's awareness of environmental achievements.

- There are many ways in which enterprises can speak their environmental excellence within the organisation. For example, managers at Coors existing awards at important conferences to personnel who have participated in profitable environmental programmes.
- Organizations need to supply environmental coaching and training to the personnel as these are vital, in order to supply knowledge, trade attitudes and conduct and accumulate new skill.
- Rewards have to be given to the personnel who makes use of bicycles to shuttle or makes use of car pools. It would motivate these who stay close by to trip by using cycle or walk, thereby decreasing pollution. The ones who stay a long way off may want to use bicycles to go to the market. It would be a right exercising and would hold the worker in good health.
- Employees have to be regarded and rewarded for green innovations. The employees who come up with the most revolutionary green initiatives ought to be awarded a =Go Green 'badge.
- This Research work ought to act as a guiding pressure for the HR of the agency to develop insurance policies and approaches which will help in making strength efficient, sustainable and environmentally pleasant product and services.

#### **Limitation of the study:**

Each observation has certain barriers. In our observation, additionally there were positive limitations, which we couldn't capable of clear up.

- The studies changed into carried out with a small set of people.
- Time constraints on a part of respondents make nevertheless ground of improvement for this report.
- The respondents basically in careless manner crammed the questionnaire, so it changed into hard to make them keep for time
- Very limited set of people have been protected so outcomes are proven in percent shape to make it presentable.

#### **Conclusion:**

Today, Organizations are trying to focus on profit maximization and environmental obligation at the same time. In today's world organization that has more focus on environment has higher acceptance in society. Due to this rising awareness of the society about environment, organizations are being pushed to pay more attention on the environment. Now, it may seem that more investment on environmental issues will cause profit minimization. In that case, non-financial practice like green human resource management can be implemented in the organization. Financial help to a part of the total population of a country may get less focus than being green through Green HRM. Higher focus will create higher acceptance. Higher focus will facilitate an organization to maximize their profit in long run. In this way CSR can also be performed through Green HRM. So practicing Green HRM as a means of promoting CSR in this industry will have a positive impact over the industry which will facilitate them to achieve higher social acceptance as well as higher profit making in the long run.

- In this empirical research work, the researcher has provided useful insights into the green practices adopted by organizations in the background of a developing economy like India where environmental concern is on rise.
- The insights from the study, can indeed be used to formulate various strategies especially for green services in various sectors in India. It would ultimately give rise to sustainable development and preservation of environment. Green HRM helps in the effective outcomes like they could get a first mover advantage, many organizations can also develop a competitive edge by creating a brand image as an environment conscious body.
- In view of the optimistic response of various organizations towards adoption of green practices, the research work suggests implication for the marketers and policy makers for effective implementation of green programs in future which helps them to get subsidies from the government.

The conclusion that can be derived from this research is that Green ideas and practices are finding more and more relevance in many organizations 'and within the space of the HR profession. HR leaders being the advocates of organizational culture and policies are critical to inculcate a sense of responsibility in each employee towards a sustainable green human resources management. However, still greater change needs to happen so that employees and organizations 'take that big leap in ensuring greening process in all their activities.

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