

GREEN HR POLICIES, PRACTICES AND SYSTEM THAT INFLUENCE EMPLOYEE'S BEHAVIOUR

Abstract

The major concern is environmental issues faced today and the need to go green to create sustainable environment. As the part of HRM, it is the responsibility to form or develop the green workforce who can understand, appreciate and practices green initiative and sustain its green objectives in entire process of HRM. Green HRM is a manifesto which assist in brining green culture in an organization. This research aims at examining the Green HRM policies, practices and system followed and its effect on the employee behaviour. The descriptive study was conducted with the sample size of 80, data was collected from the 80 respondents working Smart Q, a leading B2B food tech company using simple random sampling using structure questionnaire with five-point Likert Scale focusing on the areas of HRM to measure the Green HRM Practices and Employee's Behaviour. The results show that the Green HRM Practices can create a greater impact on the employee's behaviour. Organizations should develop effective strategies and creative approaches to foster their growth and contribute to society. In addition, businesses can pursue ISO 14001 certification to significantly progress towards adopting environmentally friendly practices. The implementation of Green HRM practices in the workplace is often at the forefront of promoting one of the core principles of environmental sustainability.

Keywords: Green HRM, Green Behaviour, Employee's Behaviour.

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I. INTRODUCTION

“You cannot protect the environment unless you empower people, you inform them, and you help them understand that these resources are their own, that they must protect them.” Wangari Maathai

The sustainable environmental and safeguarding the natural environment is the present need which has to be addressed and can be addressed in different ways. The HR Department assumes an essential Job in creating the sustainable culture by fabricating the concept of Green amongst the employees in an organization. The study examines the incorporation of green human resource practices and policies within the organization's overall environmental strategy. This involves leveraging the potential of each employee to promote sustainable practices and enhance their commitment and awareness towards the sustainability challenge. (Sharma, N., KHATRI, B., & ATTRI, A., 2021).

The key goal of green HRM is to comprehend employees about the intricacies of environmental management, including the necessary procedures, its functioning, and the environmental benefits it brings. This initiative significantly boosts workforce motivation and in stills a sense of pride in their involvement in the green project. A concise overview of the introduction will provide insight into the strengths and weaknesses of green HR practices, enabling a better understanding of how these practices have been embraced by the employees of smart Q.

II. LITERATURE REVIEW

Green HR practices are characterized by increasing employee performance through eco-friendly approaches in recruitment, selection, training, and development methods within HRM. Additionally, these practices encompass the implementation of reward and performance management systems that recognize and incentivize employees for their environmental responsibility. Green HR involves leveraging the role of human resources to support an organization's sustainability endeavors. It entails employing HRM practices to foster resource conservation and promote sustainable utilization. The concept of employees' "green behavior" encompasses a variety of actions aimed at minimizing negative environmental impacts and fostering environmental sustainability. (Ones, D. S., & Dilchert, S., 2013)

A new concept called "green human resource management" (green HRM) has been projected to influence employees' environmentally friendly workplace behaviour. Transformational leaders who focus on environmental issues encourage green workplace behaviour. Employees observe and mimic leaders' behaviours and adopt their values. Leaders can be role models who encourage desirable behaviour, although leadership may be able to impose ideas and conventions that result in specific behaviours, but it may have little power over how its subordinates think and feel. People bring their own set of beliefs and perspectives into the workplace, suggesting that leadership isn't the only thing that matters. Leadership has the potential to influence but not control the employee behaviour. (Omarova, L., & Jo, S. J., 2022)

Employees' pro-environmental behaviour (PEB) can be influenced by GHRM, which can serve as a guiding mechanism for employees to engage in green behaviours that save organisational resources and help the company move toward sustainability. Personal and professional circumstances may also play a role in shaping voluntary PEB.(Saifulina, N., Carballo-Penela, A., & Ruzo-Sanmartín, E, 2020). Employee attitudes toward a potentially contentious issue at work are influenced by the company's internal policies, rules, and regulations on the matter. The employees may be engaged in green behaviour because of formal green policies and practices that are implemented in the firm. The colleague's pre-environmental behaviour may also induce the green behaviour of other employees as leaning by observing plays role in developing certain behaviour. To some extent, formal green policies and practices may promote awareness level about the ecological issues and instil green behaviour (Ercantan, O., & Eyupoglu, S., 2022).

Green HR initiatives assist businesses in finding ways to cut costs without sacrificing the best interest of employees. Sustainable organizational strategies are promoted as competitive strategy hence they need to be very careful in implementing Green HR practices to develop a new business culture. Creating a sustainable approach may have an impact on employee behaviour and provide ideals that help create an internal culture. (Parihar Suresh Dahake, D., & Bansod, S. N., 2022).Several studies have shown that Green HRM practices can positively impact employee behaviour. Research has found that employees who perceive their organization as environmentally responsible are more likely to engage in pro-environmental behaviours themselves (Agarwal, U. A., & Gupta, V., 2021). Additionally, studies have shown that implementing Green HRM practices can increase employee satisfaction and commitment to the organization, which can lead to higher levels of employee engagement and productivity.

III.OBJECTIVES OF THE STUDY

- To analyze the effectiveness of 'Green HR policies, practices and system' at Smart Q - Bottle Lab Technologies Pvt Ltd
- To determine the impact of Green HR policies, practices and system on Employees Behaviour.

IV.RESEARCH METHODOLOGY

The objective of green HRM is to foster the growth, engagement, and support of environmentally conscious practices among employees, enabling them to make meaningful contributions in four key roles within the company—environmentalist, ecologist, non-polluter, and innovator. The descriptive study was conducted and collected data from 80 Respondents to understand about the Green HR policies, Practices and System and how it influences the Employee Behavior. questionnaires were framed on Green HRM and Employees Behavior(In-Role Behavior) Adopted from Williams and Anderson, 1991, modified and circulated amongst the selected samples. Study aimed to identify areas for improvement and provide recommendations for enhancing the company's environmental sustainability initiatives within the HRM function. The questionnaire utilized to assess the practices of green HRM and employee behavior, utilizing a 5-point Likert scale, demonstrated a high level of reliability, as indicated by a Cronbach's Alpha value of 0.915.

Reliability Statistics

Cronbach's Alpha	N of Items
.915	35

V. DATA ANALYSIS AND DISCUSSION

Objective: To analyze the effectiveness of 'Green HR policies, practices and system' at Smart Q - Bottle Lab Technologies Pvt Ltd

	N	Mean	SD	Min	Max
Green Recruitment Process(GRP)	80	3.92	.771	1	5
Green Performance Management(GPM)	80	3.84	.784	1	5
Green Employee Discipline Management(GEDM)	80	3.84	.903	1	5
Green Job Candidates(GJM)	80	3.63	.848	1	5
Green Health and safety Management(GHSM)	80	3.04	1.113	1	5
Green Employee Relations(GER)	80	3.84	.809	2	5

	Mean Rank
Green Recruitment Process(GRP)	3.93
Green Performance Management(GPM)	3.70
Green Employee Discipline Management(GEDM)	3.80
Green Job Candidates(GJM)	3.28
Green Health and safety Management(GHSM)	2.63
Green Employee Relations(GER)	3.66

As the table no. 2 denotes, the mean ranks of various Green-HR practices followed within the company. Among these practices, the most prominent ones are Green Recruitment process, Green Employee Discipline Management, and Green Performance Management, with mean ranks of 3.93, 3.80, and 3.70, respectively. These practices demonstrate a strong emphasis on incorporating environmentally-friendly approaches in the recruitment process, ensuring discipline among employees in environmental matters, and effectively managing and evaluating employee performance within a green framework.

Green Employee Relations, with a mean rank of 3.66, also holds significance as it highlights the organization's efforts to establish positive and sustainable relationships between employees and environmental initiatives. The Green selection of job candidates, with a mean rank of 3.28, suggests that the company recognizes the significance of hiring individuals who align with its environmental values and goals. However, the practice of green health and safety management, with a mean rank of 2.63, appears to have a relatively lower prominence within the company. This may indicate an opportunity for further improvement and emphasis on ensuring the health, safety, and well-being of employees in relation to environmental concerns.

Overall, the results emphasize on several Green HRM practices followed by the company, with some practices exhibiting higher prominence and others presenting room for further development and attention.

VI. HYPOTHESIS TESTING:

H0: Green HR policies, practices and system will not directly influence employee's behaviour at workplace

H1: Green HR policies, practices and system will directly influence employee's behaviour at workplace

		Green HRM Practices	Employees Behaviour
Green HRM Practices	Pearson Correlation	1	.560**
	Sig. (2-tailed)		.000
	N	80	80
Employees Behaviour	Pearson Correlation	.560**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

The positive relationship exists between Green HRM practices and Employee's Behaviour with the significant value 0.00 and positive value of correlation coefficient 0.560 is indicated in the Table no. 3. Green HR policies, practices, and systems are intended to promote sustainability and environmentally responsible employees' behaviour. When employees are aware of and encouraged to participate in such green initiatives, they are more likely to adopt environmentally responsible practices and conduct. In addition to fostering a culture of sustainability in the workplace, green HR policies can help to attract and retain employees who value or prefer environmental responsibility. Employees are more likely to possess persistence and alignment with the company's mission if green practices are incorporated into the organization's values and goals.

Objective 2: To determine the impact of Green HR policies, practices and system on Employees Behaviour.

VII. HYPOTHESIS TESTING

H0: There is no significant impact of Green HRM Practices on employees' behaviour

H1: There is a significant impact of Green HRM Practices on employees' behaviour

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	.314	.300	.50423
a. Predictors: (Constant), Green HRM Practices				

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.699	1	5.699	22.413	.000 ^a
	Residual	12.458	79	.254		
	Total	18.157	80			
a. Predictors: (Constant), Green HRM Practices						
b. Dependent Variable: Employees Behaviour						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.292	.494		2.613	.012
	Green HRM Practices	.625	.132	.560	4.734	.000
a. Dependent Variable: Employees Behaviour						

The results indicate that there is a positive and moderately strong relationship between Green HRM practices and employee behavior, as reflected by the correlation coefficient (R) of 0.56. This suggests that as organizations adopt and implement Green HRM practices, there is a corresponding positive impact on employee behavior. (Table no. 4)

The R-squared value of 0.314 indicates that approximately 31.4% of the variability in employee behavior can be explained by the variation in Green HRM practices. This means that Green HRM practices account for about 31.4% of the observed changes in employee behavior, the significant p-value of 0.000 (Table no. 6) implies that the observed association between these variables is statistically significant and supports the conclusion that Green HRM practices have a meaningful impact on employee behavior.

VIII. FINDINGS

The study indicates a positive relationship between Green HRM practices and Employee's Behavior, as evidenced by a significant correlation coefficient of 0.560 with a p-value of 0.00. The positive correlation coefficient of 0.560 suggests that as Green HRM practices are implemented and strengthened within the organization, there is a corresponding positive impact on employee behavior. This implies that when organizations prioritize and effectively incorporate environmentally-friendly practices into their HRM strategies, it positively influences the behavior of employees. The significant p-value of 0.00 further reinforces the strength and validity of the relationship observed. It indicates that the relationship between Green HRM practices and Employee's Behavior is highly unlikely to occur by chance and provides evidence for the existence of a meaningful and significant

connection. Overall, the findings suggest that organizations that embrace and implement Green HRM practices are likely to witness positive changes in employee behavior, demonstrating the importance of aligning HRM strategies with environmental sustainability goals.

The study indicated that organizations have adopted green recruitment practices thereby they can promote environmentally responsible behaviour amongst the employees during the process of recruitment. The main prominence has been given to create awareness and educating the employees about the significance of being environmentally responsible and has discipline management to monitor the employees who does not adhere to green HRM at workplace. The company has integrated sustainable goals and environmentally responsible behaviour into the formal performance management system and evaluate the performance based on the employee's contribution to environmental sustainability. Overall, these findings suggest that organizations that prioritize and implement Green HRM practices are likely to observe positive changes in employee behavior, contributing to a more environmentally conscious and sustainable work environment. This highlights the importance of integrating Green HRM practices into the overall HRM strategy, as it not only benefits the environment but also positively shapes employee behavior. By fostering a culture of environmental consciousness and providing the necessary support and resources, organizations can encourage employees to embrace sustainability and incorporate it into their daily work routines. The results emphasize the significance of considering environmental factors and promoting green practices within HRM strategies to drive positive changes in employee behavior, ultimately contributing to a more sustainable and responsible work environment.

IX. CONCLUSION AND SCOPE FOR FURTHER RESEARCH

Green HRM emphasizes the integration of environmental sustainability into HR practices and recognizes the potential for positive long-term effects. By implementing sustainable practices at work, such as introducing a salary plan those rewards sustainable behaviour, organizations can motivate employees to adopt environmentally friendly approaches. This not only contributes to protecting natural resources but also addresses environmental problems caused by human activity. By updating management approaches and actively working towards conserving ecosystems, Green HRM plays a vital role in ensuring a sustainable future for generations to come. Organizations that prioritize and implement Green HRM practices are likely to witness positive changes in employee behaviour, promoting sustainability, and fostering an environmentally conscious work environment. These findings emphasize the importance of incorporating Green HRM practices into HR strategies to drive positive behavioural changes and contribute to overall organizational sustainability. Here are the few practical solutions which can be considered in implementing Green HRM. Modify the HR process to attract environmentally conscious candidates. Highlight the organization's commitment to sustainability and its green initiatives during job advertisements, interviews and on boarding process. Incorporate environmental awareness and training programs into the organization's learning and development initiatives. These can include workshops on sustainability, eco-friendly practices, and the organization's environmental policies. Create green teams or committees that focus on driving eco-friendly activities and practices. Consider offering incentives and benefits to employees who adopt eco-friendly behaviours, such as commuting by public transport, cycling, or carpooling, water saving practices, opting for natural lighting setting, encouraging the use of energy-efficient technologies and minimum paper usage at their workplace. Most importantly we need to get support from top

management and involve employees in the process. Green HRM initiatives are more likely to succeed when all stakeholders are actively engaged and committed to the cause. Finally Foster a culture of environmental responsibility and sustainability throughout the organization. This involves regularly communicating green initiatives, celebrating achievements, and encouraging employee involvement. By following these guidelines and integrating Green HRM practices, organizations can contribute to a more sustainable and environmentally responsible future while also fostering a positive work culture and employee engagement.

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