



Driving Sustainable Performance through Green HRM Practices: An Empirical Study on Employee Motivation.

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ABSTRACT

Green human resource management (GHRM) is one of the most widely applicable managerial policies among the big corporate and industries. In the past decades, mankind had witnessed the degradation of environmental assets for which the consequences were very severe, e.g., global warming, tsunami etc. Hence with the present technological advancements the corporates and the several industries are marching towards a new trend. Implementation of green and sustainable human resource policies in the corporate world will not only promote business development but also motivate the employees to be more aware and concerned about the gravity of the situation and present environmental issues and practices around the world. This study has focused on assessing the level of impact of green human resource management practices in the corporate on employees' motivation. Also, a comparison has been done statistically on the employees' perception on GHRM based on their awareness level and job positions. A significant difference has been found in their perceptions on GHRM across different job positions and their environmental awareness levels.

Keywords: employee motivation, exploratory factor analysis, green human resource management (GHRM), nonparametric test, parametric test, sustainable human resource policies.

1. Introduction

In the present scenario, where the entire world is going through metamorphose, adoption and implementation of sustainable and eco-friendly work culture in an organization is one of the important driving factors in the competitive age. The concept of green management and environmentally friendly strategies and policies in operational field of a company started from the green movement around the world. Among the other branches of management Human resource management (HRM) happens to be the only field where direct involvement of human resources is there, hence it is much convenient to adopt green practices and implementing the same.



In the recent trends of corporate culture, the employee motivation is directly correlated or depends on the work culture, environment, ethics, etc. Employee relationship plays a pivotal role in carrying out such responsibility when the context of employee engagement arises, work culture emerges as one of the critical attributes towards business progress. Employee engagement when amalgamates with ecological concern of the society, it can be termed as *green employee engagement*.

In any organization, in the context of human resource management job motivation always has been significant and focal point of operation. In the frame of reference of job motivation, employee empowerment always takes the most significant role as per its application and outcome in an organization. Employee empowerment refers to the ways of an organization to provide with a certain extent of independence and self-sufficiency so that they can also make important decision, and organization will help them to make sure that the decisions are right. In such case the organization suffices the employees with all resources starting from conducive work environment, team work, ethical practices, performance appraisal etc. to succeed or accomplish their goals. In addition, if the employees are motivated towards sustainability, eco-friendly work culture, it is then called a *green employee empowerment*.

Considering the growing importance of sustainable development and environmental aspects, to survive in the fierce age it is very much crucial to adopt such policies which will not only result in sustainable development but also act as a catalyst in growing the concern for ecological aspect around the world among the employees.

The concept of human resource management is very much dynamic in nature as it includes various practices or elements starting from recruitment and selection, induction programme for new employees, training and development, performance appraisal, employee motivation, compensation management etc. Inclusion of sustainability and environmental concerns in these areas can be defined as green human resource management policies and practices.

In addition, the corporates should aim for effective implementation and utilization of human resources in context of sustainability and eco-friendly culture within the organization.

Already many measures have been adopted by various organizations to motivate the employees to get involved in such practices.

The organization of the paper is as follows. Section 2 presents the review of existing literatures mainly in the context of green human resource management. The objective of the study has been discussed in section 3. Section 4 presents the research methodology adopted during data analysis, the results of which are discussed in section 5. The paper ends with the conclusion in Section 6.

2. Literature Review and research gap

Concern among the corporates in the recent world have been transforming steadily towards sustainability due to the precariousness and commination of the environmental issues. Buttress of the higher authority in the organization is essential for adopting this new trend. Starting from employee satisfaction, cost cutting, energy saving and other environmental aspects are the benefits of sustainable work culture which can be observed through extensive interdepartmental environmental audit.

According to Ahmad (2003), Chartered Institute of Personnel and Development (CIPD, 2001), there had been always a correlation and inter-connection between the human resource practices, policies, rules and regulations and performance of the employees. In this context, Allen (1990) explained that the organizational motivation has a strong relationship with the concept of organizational commitment, an employee when motivated enough to fulfil the organizational goals the quantum of organizational commitment also increases. As per Behrend and Baker (2009), green human resource management (GHRM) should include that vision of incorporating the concept of sustainability, ecological aspects and environmental concerns in the form of a recruitment message,



training, induction program, evaluation, rewards, Regardless of multifariousness of ideas, concepts, strategies most of the research consider that green human resource practices include, recruitment and training, selection and induction, performance evaluation and appraisal, pay and reward.

Daily and Bishop (2012) explained that an organization's GHRM portrays that organization's commitment towards environmental protection and their concerns towards ecological aspects and along with that employees should be empowered with the necessities to achieve their organizational goal through environmental consciousness.

Davis and Evans (2005) also commented that organization's work culture have a direct impact on their performance level and their motivation level towards organization.

It had been found from various studies that, in order to increase the performance of the employees and their awareness level towards environmental issues the organization must have that kind of policies that positively influence the employee's commitment and their motivation level to not only survive in this competitive and saturated market condition but also to become the leader of the market, due to Huang and Daily (2001).

According to Barney (1991), in order to survive in the competitive time desperate measures required because the market is saturated with competitors and external forces, in this scenario it is essential that sustainable approach to be adopted.

Considering the present scenario, which include the degradation of environmental assets and other important environmental concerns, the corporates and the other sector have realised the need of integrating the concept of sustainability, environmental aspects and spreading ecological awareness with generic strategies and policies of the corporates and organizations as stated by John (2018).

It has been observed that environmental consciousness is one of the growing concerns in the corporates which is undoubtedly a pivotal pre-requisite to safeguard the organization's eco- friendly culture through sustainability according to Khan (2019).

It is evident that the employees must be trained and aware of the concept of sustainability and understand the horizon of eco-friendly approach towards organizational operations and activities hence the employee must be engaged with various green functions within the organization due to Aboramadan (2020).

Considering the concept of engaging the employees in the organization it is to be elucidated that employees need to be sufficed with the requirements for achieving the green organizational goal with respect to sustainability, environmentally friendly approach as discussed by Tariq et al. (2016).

From various literatures, it is clearly evident that the research literature on green human resource management has a vast scope for additional research. While many management analysts and researchers carried out research to understand the various work culture and work ethics of the management of the organization and their role on motivating employees, no such extensive work has been done on identifying the factors that motivate the employees to work with maximum efficiency level which leads to job satisfaction. Hence, a formalized and structured study has been attempted to understand the influencing factors that leads to job motivation in context of green human resource management.

3. Objective of the study and research hypotheses

Main objective of the present study is to identify the factors that influence job motivation of the employees towards GHRM with a purpose of green employee engagement and green employee empowerment and to explore the relationship between the awareness levels and job positions of the employees in the context of GHRM policies and practices. First it is necessary to determine the main influencing factors, and then their relationship with other parameters need to be explored, which also includes the examination of the relationship



between green human resource practices with respect to different awareness levels and various job positions of employees. The main research hypotheses considered in this study are as follows:

H1: There is a significant difference in the levels of awareness of the employees between pre- environmental training and post-environmental training.

H2: There is a significant impact of awareness level of the employees on the process of online documentation in the organization.

H3: There is a significant impact of job position of the employees on the monetary and non- monetary rewards as environmental achievement.

H4: There is a significant impact of job position of the employees on the feedback to improve environmental performance.

H5: There is a significant difference of disciplinary actions for violating environmental norms and regulations on various job positions in the organization.

The statistical tests of the above research hypotheses will, respectively, determine the (i) the effectiveness of environmental training, (ii) effect of awareness level of the employees on the process of online documentation, (iii) influence of job position of the employees on the monetary and non-monetary rewards as environmental achievement, (iv) impact of job position of the employees on the feedback to improve environmental performance, and (v) uniformity in disciplinary action for violating environmental norms and regulations across various job positions.

4. Research methodology

This study includes the analyses using a combination of exploratory and descriptive research designs with a major focus on making use of inferential statistical procedures. Where few areas of the research or the research problems were known so some description required in those areas and there were few areas where research problem was unknown, there exploration required. The primary data was collected from employees from various organizations of Kolkata with different job positions and responsibility and the secondary data was collected from websites, journals, magazines etc. Random sampling has been done in order to collect data from the respondents, and the sample size is taken to be 80. Exploratory factor analysis (EFA), various parametric and nonparametric tests have been used to analyze the data with the help of the statistical software SPSS v.25.

A structured set of questionnaires were used for collecting the primary data, which consists of questions for demographic profile of the respondents, the green human resource practices was measured with 15 statements the questions collected on a 5-point Likert scale, where “1” denoted “strongly disagree” and “5” denotes “strongly agree”. For the purpose of scale reliability, Cronbach’s alpha test have been also incorporated. The Kaiser-Meyer-Olkin measure and Bartlett’s test have been used respectively for assessing sampling adequacy and testing sphericity. Exploratory factor analysis (EFA) has been used to identify the factors that mainly motivates the employees for maintaining environment-friendly culture in the organization. Pearsonian Chi-square test has been done to explore if there is any association of awareness levels and job positions of the employees with various HR parameters in relation to the environmental performance of the employees. An *F*-test based on analysis of variance (ANOVA) has been used to test the equality of disciplinary actions across various job positions, for violating environmental norms and regulations.



5. Data analysis: Results and discussion

There are twelve parameters that are used for understanding the factors that influence the employees for better environmental performance with utmost efficiency in the organization. Every organization have their unique culture of motivating its employees which also differ from person to person and employee to employee. It is to be understand now the reliability of the parameters that are used.

Table 1. Reliability statistics

Cronbach's alpha	Cronbach's alpha based on standardized items	No. of items
0.812	0.788	12

Cronbach's alpha is a reliability coefficient, which generally ranges from 0 and 1. Table 1 shows the value of Cronbach's alpha as 0.812, which is definitely a high value from which it can be inferred that there is a presence of internal consistency of the items in the scale, and also it does not mean that the scale is one-dimensional and also the scales used for measuring green human resource practices in organization is reliable enough to understand and interpret. Here twelve factors have been considered with 5-point Likert scale, which gives a reliable scaling measure through Cronbach's alpha value. The twelve parameters that are used here are as follows:

1. Disciplinary actions
2. Environmentally friendly culture
3. Induction programme
4. Freedom to create own eco-friendly practices
5. Online strategies
6. Waste management
7. Promoting save energy concept
8. Monetary and non-monetary benefits
9. Inclusion of environmental awareness criteria for recruitment
10. Environmental training
11. Paperless interview
12. Sustainability aspects

The Kaiser-Meyer-Olkin measure of sampling adequacy has been used to indicate the proportion of variance in variables that might be caused by underlying factors, e.g., high values (close to 1.0) generally indicate that a factor analysis may be useful with the data.

Table 2. KMO and Bartlett's test result

Kaiser-Meyer-Olkin measure of sampling adequacy	0.610
Pearsonian Chi-square test-statistic (for Bartlett's test of sphericity)	704.739
Degrees of freedom (df)	66
p-value (for statistical significance)	.000



In Table 2, it is found that the *p*-value in Bartlett's test is less than 0.05, as a result of which it can be concluded that the statements are significant at 0.05 (two-tailed) test.

In this research, exploratory factor analysis has been used to explore the various dimensions of green human resource practices. Principle component analysis was used with varimax rotation depending on the assumption that any extracted factor important to GHRM should be inter-related. Eigen value of 1 has been used as cut-off value for extraction. Four-factor structure with the extracted factors explaining 78.9% of the total variance has been identified.

The Kaiser-Meyer-Olkin measure yields a value of 0.61, indicating that the data were suitable for factor analysis.

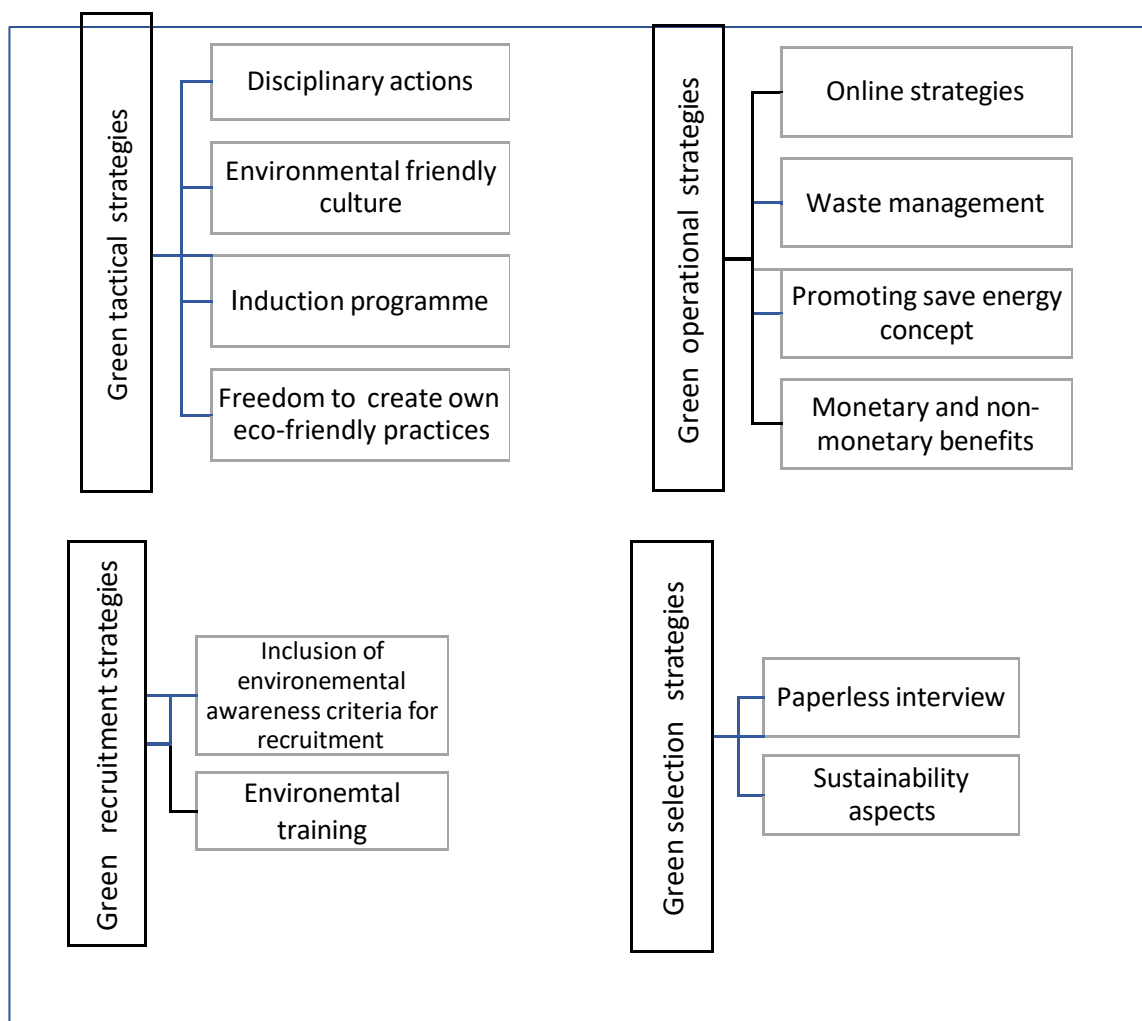


Figure 1. Factors influencing job motivation among employees

Figure 1 displays the four factors extracted from twelve through an exploratory factor analysis. For all of these four factors, the eigen values are more than 1. Depending on the rotated component matrix, they are grouped. These four factors can be named as follows:

1. Green tactical strategies
2. Green operational strategies
3. Green recruitment strategies
4. Green selection strategies.



All of these factors are associated with sustainability and ecological aspects of the organization which can be achieved with effective and systemized implementation of eco- friendly practices within the organization.

Table 4. Paired sample *t*-test

	df	Sig. (2-tailed)
Awareness level before training vs. awareness level after training	79	0.000

Table 4 presents the results of paired sample *t*-test, a parametric test, which has been carried out to test the research hypothesis that there is a significant difference in the level of awareness among the employees before and after the environmental training, and the *p*-value has been found to be less than 0.05. Hence the null hypothesis that there is no significant difference is rejected, indicating that there is a significant difference in the level of awareness among the employees before and after the environmental training.

Table 5. Pearsonian Chi-square test for association between awareness level and process of online documentation

	Value	df	Asymptotic significance (2-tailed)
Pearson Chi-square test statistic	36.360	12	.000

The findings of the Pearsonian chi-square test is shown in Table 5. This non-parametric test has been performed to test the research hypothesis that there is a significant impact of level of awareness among the employees on the process of online documentation in the organization. It has been found that the *p*-value is less than 0.05. Hence the null hypothesis that there is no significant relationship is rejected, which suggests that there is a significant impact of level of awareness among the employees on the process of online documentation in the organization.

Table 6. Pearsonian Chi-square test for association between job position and reward as an environmental achievement

	Value	df	Asymptotic Significance (2-sided)
Pearsonian Chi-square test statistic	20.000	6	.003

Table 6 displays the observed value of test statistic, degrees of freedom and the *p*-value for the Pearsonian chi-square test which tests the research hypothesis that there is a significant impact of job position of the employees on the monetary and non-monetary rewards as an environmental achievement. The *p*-value for the test is found to be 0.003, which is less than 0.05. Thus the null hypothesis that there is no significant relationship between the two concerned attributes is rejected, which means that there is a significant impact of job position of the employees on the process of online documentation in the office the monetary and non- monetary rewards as an environmental achievement.

**Table 7.** Testing association of job position and feedback to improve environmental performance

	Value	df	Asymptotic significance (2-sided)
Pearson Chi-square test statistic	36.000	6	.000

Table 7 shows the result of the Pearsonian chi-square test for testing the research hypothesis that there is a significant impact of job position of the employees on the feedback to improve environmental performance. The p -value is found to be less than 0.05. Hence the null hypothesis of no association is rejected, which indicates that there is a significant impact of job position of the employees on the feedback to improve environmental performance.

Table 8. Testing the difference in disciplinary actions for violating environmental norms across various job positions

	df	F -value	Sig.
Between Groups	2	9.4	.000
Within Groups	78		

Table 8 shows the result of the ANOVA for testing the research hypothesis that there is a significant difference of disciplinary actions for violating environmental norms and regulations across the various job positions within the organization. The p -value is found to be less than 0.05. Hence the null hypothesis of equality of disciplinary actions is rejected, which indicates that there is a significant difference of disciplinary actions across the various job positions within the organization.

6. Conclusion

In the last few years, the functions of human resource management in an organization had been changed drastically, there had been a conglomeration and inclusions of several multidimensional aspects, which had given the understanding of optimum utilization of human resources and as well as other resources in an organization a new trend. With the technological advancements, the corporates have realized the importance of sustainability and ecological concerns. Human resource management have been one of the most pivotal branch among other management branches. From the above research paper, it can be concluded that most of the people are aware of the concept of green human resource management and also there had been certain factors that are associated with employee motivation in an organization. The corporates are now being very much proactive in indulging themselves in various measures to maintain certain protocol so that environmental goals can be achieved. Employees also understand the need of being socially aware and their contribution to the society. As green human resource management practices are now being treated as one of the climacteric social responsibility of the corporates, the organizations are now adopting and implementing the green practices in almost all the areas of a company, not only to survive in the competitive age but also to stimulate the growing concern of environmental aspects in the society.



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