SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Chhatrapati Shahu Institute of Business Education and Research (CSIBER)

South Asian Journal of Management Research (SAJMR)

Volume 14, No. 2, March 2024

Editor: Dr. Pooja M. Patil

Address:
CSIBER Press
Central Library Building
Chhatrapati Shahu Institute of Business Education and Research (CSIBER),
University Road Kolhapur, Maharashtra - 416004, India.

Editorial Note

South Asian Journal of Management Research (SAJMR), is a scholarly journal that publishes scientific research on the theory and practice of management. All management, computer science, environmental science related issues relating to strategy, entrepreneurship, innovation, technology, and organizations are covered by the journal, along with all business-related functional areas like accounting, finance, information systems, marketing, and operations. The research presented in these articles contributes to our understanding of critical issues and offers valuable insights for policymakers, practitioners, and researchers. Authors are invited to publish novel, original, empirical, and high quality research work pertaining to the recent developments & practices in all areas and disciplined.

Cross-functional, multidisciplinary research that reflects the diversity of the management science professions is also encouraged, the articles are generally based on the core disciplines of computer science, economics, environmental science, mathematics, psychology, sociology, and statistics. The journal's focus includes managerial issues in a variety of organizational contexts, including for profit and nonprofit businesses, organizations from the public and private sectors, and formal and informal networks of people. Theoretical, experimental (in the field or the lab), and empirical contributions are all welcome.The journal will continue to disseminate knowledge and publish high-quality research so that we may all benefit from it.

Dr. Pooja M. Patil
Editor

South Asian Journal of Management Research
(SAJMR)

Volume 14, No. 2   **March, 2024**

C O N T E N T S

An Evaluation of Green Human Resource Management Practices in a Governmental Organization in Mauritius.

Needesh Ramphul
University of Technology, Mauritius

Yuvraj Sunecher
University of Technology, Mauritius

Hemant Chittoo
University of Technology, Mauritius

Neha Bahal
University of Technology, Mauritius

Abstract

Organizations need to prioritise environmental issues and address the challenges that arise due to organizational activities. The green HRM (GHRM) concept is a vital practice that can help reduce the negative effects of environmental degradation and enhance organizational performance and environmental sustainability. Scholars have recently been paying attention to this concept, but there is still a research gap in the topic of GHRM practices and organizational performance. This case study evaluates the impact of GHRM practices on organizational performance in a governmental organisation in Mauritius. The study found that the organisation integrates environmental elements in its mission and vision. However, there is a lack of green actions being performed in the public sector, so green HRM practices needs to be adopted more aggressively. A quantitative approach was implemented, and a questionnaire was distributed to the employees of the organization, with 153 questionnaires filled out properly. The study indicated that there is a positive association between two independent variables (green practices, green training and development) and organizational performance. However, no statistical relationship exists between the other independent variables (green recruitment and selection and green compensation and benefits) and organizational performance. The study has been concluded by highlighting the significance of GHRM practices in the organization and providing a scope for further studies.

Keywords: GHRM Practices, Green Recruitment and Selection, Green Training and Development, Green Compensation and Benefits, Organisational Performance

Introduction

Recently, environmental protection has been a major concern across the globe. Environmental consciousness is invading rapidly within every aspect of life and is providing the workplace a new dimension (Ethrsea, 2022). Since organisations play a significant role in protecting the environment, they are required to address to environmental challenges to create a competitive value. Accordingly, one of the developing systems and practices to ameliorate environmental sustainability is the green human resource management (GHRM) concept. GHRM refers to the process to plan and apply the practices as well as policies of HRM aligned with the environmental sustainability objectives of an organisation in order to promote eco-friendly behaviour of employees and to boost organisational performance. Organisations implement GHRM practices by performing green initiatives, green recruitment and selection, green training and development, green compensation and benefits as well as green performance management. These practices provide both employees and the industry a sense to boost work efficiency and increase employees' involvement and dedication towards the environment and organisation (Baliyan & Fatima, 2021). One can say that the development of organisational strategies to maintain environmental sustainability is noteworthy as there is a positive impact on the organisational performance of industries. Even though there has been an increasing academic attention on GHRM practices, research gaps have been highlighted on its impact on the organisational performance. Therefore, this study evaluates the ways GHRM practices affect organisational performance in a public sector and recognizes that these practices can bring tremendous progress on environmental sustainability in the workplace. This research study has considered only the three core green HR functions, namely green recruitment and selection, green training and development, and green compensation and benefits, to be able to assess in-depth the extent to which these activities are being implemented in the chosen organisation. A public sector organization has been chosen due to the lack of research regarding this topic in public sectors. Armed with this information, it has been noted that the concept of GHRM is a crucial corporate strategy which needs to be developed within organisations.

Definitions of Green Human Resource Management

Uddin and Islam (2016) defined GHHRM as eco-friendly HR policies and practices which will support companies to acquire their monetary objectives by means of environmental branding along with safeguarding the environment from any adverse effect which might occur through the policies and activities of the companies (Mwita, 2019). GHRM practices are the programs utilised by firms to minimise the effect of operations and industrial waste on the environment in order to enhance the company's sustainable environmental performance (Hmeedat & Albdareen, 2022). In light of these definitions, GHRM practices are actions taken by the employees in a company to acquire its goals without harming the environment as far as possible, and these eco-friendly initiatives are also included in the HR functions. Halawi and Zaraket (2018) highlighted that these activities include e-filing, sharing-transport, job sharing, recycling, virtual interviews, telecommuting as well as utilising energy-saving devices. Also, some green actions are utilising both sides of the paper while writing or printing, making use of natural light, reducing the use of bulbs turned on while working, shutting down computers when not in use and reusing some items like bottles or bags. HR managers play an important role in assisting their firms to attain their objectives to become an environmentally responsible company (Halawi & Zaraket, 2018). It has been analysed that industries have tremendous advantages and attain several growing opportunities in going green. Firstly, GHRM practices intend to develop and apply the work strategies that boost the performance rate of the firm to maintain sustainability. These promote the development of the environmental factors in the business as well as build up concern about the environment in the employees. By providing organisational sustainability and developing innovative ideas in terms of better productivity, GHRM allows the employees to attain better job satisfaction and commitment. Following this, these practices minimise employee retention, therefore increasing competitive value of the firm along with boosting overall performance of employees (Baliyan & Fatima, 2021). Additionally, green HR initiatives allow firms to look for substitute means to reduce costs without dissipating their capability in green economy. As a result, the efficiency created by GHRM practices reduce operational costs and allow professionals of the company to realise their corporate social responsibilities more efficiently (Halawi & Zaraket, 2018)

Green Recruitment and Selection

Recruitment and selection are considered to be crucial in an organisation as selecting the right candidate for the job in the company will promote good organisational performance. Mwita (2019) defined green recruitment and selection as the activity of implementing sustainable methods, tools and technologies in attracting and choosing the right candidate for the vacant job position in an organisation. Mishra (2017) also explained that this process consists of adopting environmentally friendly methods for recruitment, for example online interviews together with utilising less paper during the recruitment tests, as well as managing and assessing the green attitudes which support the environment for selection (Hmeedat & Albdareen, 2022). In line with this, e-mail, online applications and resumes can be used from different employment sites. Additionally, Hosain and Rahman (2016) highlighted that in green selection, the selection assessments also can be paperless to some extent. To exemplify, practices such as behavioural observation, interview, presentation in which fewer paper is required, can be conducted. He also opined that applicants who are more environment-friendly and are encouraged to keep office and environment green could be given preferences. Hiring applicants who are eco-friendly will assist in enhancing environmental and organisational performance of companies (Mwita & Kinemo, 2018). In addition, e-recruiting minimises energy usage and pollution related to manufacturing, transporting and recycling paper products. On top of that, since paper-related tasks, for example, resumes, onboarding and advertising are reduced, there is direct cost savings (Mwita, 2019).

Green Training and Development

Another crucial HR practice is training and development that allow companies to improve and retain their employees' talent and skills, which in turn improve the productivity of the business. Green training and development as a process to design education and create awareness among workers and combine environmental sustainability objectives into the company's program (Fapohunda, Genty & Olanipekun, 2021). Numerous studies have highlighted the benefits of training and development. Green training and development practices develop a beneficial connection between employees' green involvement and CSR. Furthermore, this practice helps companies to educate workers and allows them to take part in environmental problem-solving skills (Fapohunda *et al.*, 2021). Prior studies have highlighted the fact that

green learning and development are effective GHRM practices, which facilitate the consistent growth of green management in many organisations. Hosain and Rahman (2016) specified that training and development practices must involve programs, workshops as well as sessions which develop and assist workers to gain knowledge in green management skills. Also, Genty (2021) posited that the training and development programmes of employees should prioritise aspects related to the 10 environments, for example, energy consumption, safety, recycling and waste management (Fapohunda *et al.*, 2021).

Green Compensation and Benefits

Compensation and benefits, another compulsory function of HRM, contribute greatly to the success of a firm as the workforce remains motivated in the workplace and are able to perform well. Green compensation and benefits as financial and non-financial reward systems to attract, retain and encourage workers to devote to the environmental objectives (Ardiza, Nawangsari & Sutawijaya, 2021). Green compensation and reward management is an approach of motivation to strengthen workers' conduct through green skills development and success related to environmental programs through monetary incentives that is increment in salary or bonuses, or non-monetary incentives, including special leaves and donations (Barinua & Dike, 2022). Workers might be more inspired through non-financial incentives via green pay and reward, for example recognition and appreciation (Aburahma *et al.*, 2020). As such, it is noted that ways to include this practice in a company must be designed since it is beneficial to both the employees and the firms. Hosain and Rahman (2016) illustrated that the compensation system should consist of rewarding green expertise and achievement, and special bonuses can be granted to the workers for their efforts in contributing to green initiatives, such as maintaining cleanliness, keeping health and safety standards, utilising less paper, amongst all. This practice has resulted in a greater efficiency in boosting the interest of workers and commitment to environmental programs (Hmeedat & Albdareen, 2022). Also, Qureshi, Singh and Almessabi (2020) stated that in the system of green compensation and benefits, the attendance of workers, the quality of output and performance are linked with automatic formulae in software, and the generation of compensation as well as transfer takes place automatically. This implies that employees are compensated through electronic systems. In essence, there is no need to make any use of paper. This activity leads to reduced carbon footprints.

GHRM Practices and Organisational Performance

Adopting GHRM practices can assist a firm in improving the environmental awareness of workers and their capability to carry out sustainable practices, guiding workers to create a common green strategy and values as well as developing the cohesion of organisations (Zhang, Luo, Zhang & Zhao, 2019). Halawi and Zaraket (2018) in their research identified the following impacts of green HRM for companies: the acquisition of good perception, reputation and good will, cost-effectiveness, better performance with cheaper products, better consumption of power as well as economically useful, which in turn lead to profits and improve the return on investments. All the workers in a company should be encouraged to take part in environmental decision-making activities as their participation contributes their capabilities or knowledge to environmental performance (Geetha & Sammanasu, 2020). In addition, Ardiza, Nawangsari and Sutawijaya (2021) in their research opined that organisations can design programs to encourage the workforce to adopt green environmental behaviour at work. Scholars are of the view that the main GHRM practices namely, green hiring, green training and green rewards, can boost organisational environmental performance, and thus, help organisations create a competitive advantage (Rawashdeh, 2018). The initiation of green recruitment promotes the participation of workers for monitoring competency in the long run and updating them about the green company-wide actions, for example, minimising wastage and greenhouse gases. Consequently, there is an advancement in the firm's environmental performance (Jabbar & Abid, 2015). Companies should create an integration between their recruitment policy and environmental approaches along with selecting employees who understand the values and vision of the company related to the environment (Hmeedat & Albdareen, 2022). Workers participating on periodic green learning and development practice would form environmental consciousness as well as diminish the negative environmental effects of the firm (Fapohunda *et al.*, 2021). Furthermore, Yafi, Tehseen and Haider (2021) in their research study postulated that green training aids to form an optimistic attitude, to adapt a more dynamic approach on various greening actions, and hence develops skills in the workers that diminishes wastes and economises energy. Hosain and Rahman (2016) suggested that training supervisors must utilise more online course materials, as an alternative to printed handouts, books and booklets to minimise consumption of paper. Green rewards bring about a high level of job satisfaction that significantly boosts environmental performance (Jabbar & Abid, 2015). Workers must be compensated based on the outcome of the green project within the company to promote environmental-friendly actions among the workforce.

Besides, green rewards can be implemented to promote green creativity and innovation by offering reward-based opportunities to workers for proposing green work projects affiliated to their occupation (Ghouri, Mani, Khan, Khan & Srivastava, 2020).

Research Methodology

A quantitative research methodology was used for the purpose of this research. Given that the main purpose of the study was to analyse the impact of the different GHRM functions namely recruitment and selection, training and development and compensation and reward management systems on organizational performance. There were 1800 employees in the organization and the sample size was calculated by using the Slovin Formula at a 90% level of confidence. A sample size of 153 employees was obtained and the questionnaire was administered among these 153 employees at different levels of the organization so as to ensure representativeness of the population.

Data Collection

Data for the research was collected through a survey that was administered among the employees of the Mauritian public sector organization. It was a self-administered questionnaire which was left with the respondents and the questionnaires were collected within a week. The questionnaire included questions to know about the existence of green HRM practices in the organization and the impact of these functions on the organizational performance.

Data Analysis and Discussion

Background of respondents
The data was analysed using the SPSS software. There were 40% male and 60% female among the respondents and the age group of the respondents was distributed as follows:
21.6% of the respondents are between 18-25 years old, 47.7% are between 26-35 years old, 13.7% are between 36-45 years old and 17.0% are between 46 years old and above. As far as the educational level is concerned, 5.9% of the participants have studied till secondary level, 3.9% have cleared diploma, 51.6% have completed till undergraduate level and 38.6% have done postgraduate course and above. In terms of experience of respondents in the organization, 50.3% have worked in the organisation between 0-5 years, 41.2% have worked between 6-10 years, and 8.5% have worked between 11-15 years.

Green recruitment and selection

The findings revealed that the organisation advertises its vacancies online. However, the high rate of negative score for 'accepting job applications through e-mails' demonstrates that the organisation does not implement this activity. Also, it has been observed that the organisation barely looks for candidates engaging in green actions. The analysis demonstrated that the organisation does not e-mail the selected applicants and does not conduct the interview process via video-conferencing and calls. Hence, the organisation does not apply the green recruitment and selection practices, besides advertising its vacancies online.
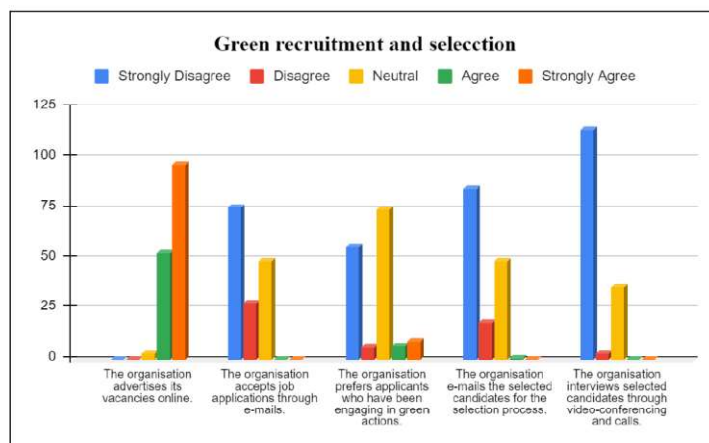
Fig1: Frequency chart for Green Recruitment and Selection practices in the governmental organisation

Green Training and Development

As per the results obtained, training requirement analysis regarding environmental needs are moderately conducted. Most of the employees answered that the training programs are done via digital platforms. However, the rest contradict this statement, since they might be barely receiving any training programs from their division or the training programs are conducted through other mediums. The analysis indicated that the training provided to the workers are mostly not related to environmental aspects. Also, only 51% agreed receiving the chance to attend workshops to broaden their green management skills. This shows that based on their job position, the employees are provided with required training and development opportunities. Majority of the responses highlight that the employees are educated about the effects of their behaviour on the environment. Thus, the percentages of the activities confirm that green training and development practices are implemented to some extent
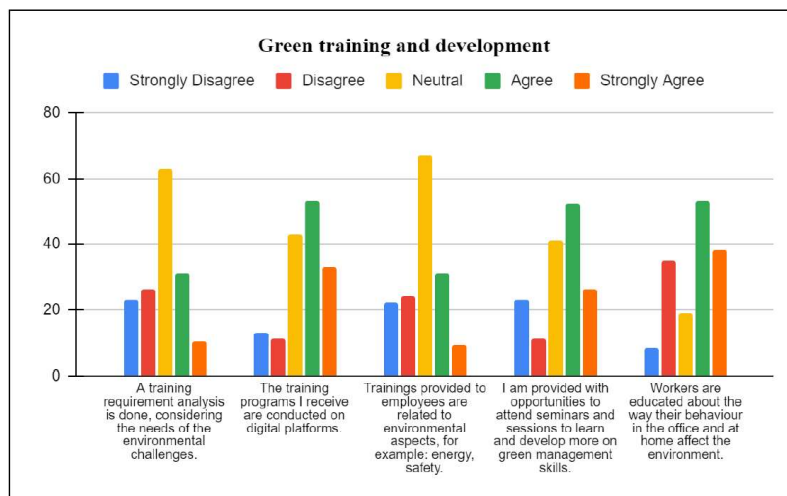
Fig 2: Frequency chart for Green training and Development Practices in the governmental organization

Green Compensation and Benefits

The analysis shows that the employees do not receive any financial and non-financial incentive for participating in green actions. A small percentage (9.2%) indicated for receiving non-financial rewards, which might be in terms of recognition in the department, positive feedback from high-level workers or trust from the workers in the division of the organisation. The findings for 'receiving appreciation from colleagues regarding green actions performed' differ for each employee: 49.0% responded positively while 17.6% are undecided and 33.4% disagreed. This might be due to the differences in perceptions and level of involvement in green actions. Majority of the employees indicated that they receive their compensation and benefits through electronic systems. Therefore, the green compensation and benefits practice mainly adopted in the organisation is the electronic payment system.
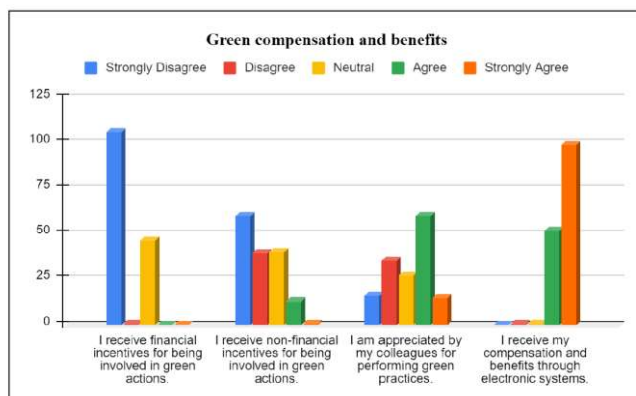
Fig 3: Frequency chart for Green Compensation and Benefits

Regression Analysis

A multiple linear regression analysis was performed for the different variables and its equation is as follows: $y = \alpha + \beta 1 x1 + \beta 1 x2 + \beta 3 x3 + \ldots\ldots Organisational\ performance = 1.479 + 0.270\ x1 - 0.058\ x2 + 0.375 x3 + 0.044 x4$ Where: $x1$ = green practices; $x2$ = green recruitment and selection, $x3$ = green training and development, $x4$ = green compensation and benefits. Based on the data, the following conceptual model can be represented for the research.

Fig4: Conceptual Model based on the regression analysis

The result showed that there is a relationship between green training and development practices and organizational performance in this governmental organization as the p value is less than 0.01 whereas there is no relationship betwe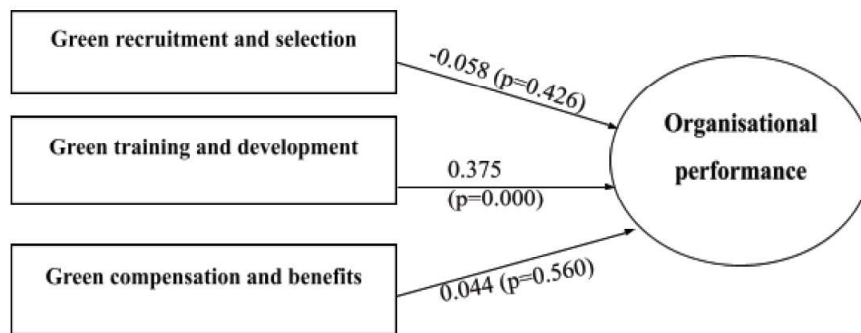en green recruitment and selection and green compensation and reward system in the organization as the p value is greater than 0.1 The outcome corroborates the idea of Kim, Kim, Choi and Phetvaroon (2019), who mentioned that green training and development are vital tools to promote environmental management practices in a corporation (Yafi *et al.*, 2021). The training of employees is crucial as this mobilises them with competencies required for decision-making processes regarding GHRM practices. Green training develops the desire of the employees to participate in environmentally friendly efforts (Kuo, Khan, Islam, Abdullah, Pradana & Kaewsaeng-on, 2022). Thus, it has been determined that these activities boost up organisational performance. The result also confirms that the governmental organization do not have too much green recruitment and selection and reward management systems as seen in the descriptive analysis part.

Conclusion

The research showed that the governmental organization is not implementing Green recruitment and selection and this can be explained by the fact that most recruitment and selection in Public sector organization in Mauritius is done by the Public service commission which is an independent body in Mauritius. Hence, the organization may not have lot of say in the different recruitment and selection practices. Moreover, Green compensation and reward management systems can also be implemented in the organization and this can help to improve its impact on the organisationsal performance by reducing certain cost related in printing the pay slip of employees. Employees of the governmental organization feel that green training and development practices are being used in their organization and they feel that these practices are contributing in enhancing organizational performance. This research has shown that there is a relationship between green training and development practices and organizational performance in a public sector organisation. However, this study was only carried out in one governmental organisation and the research can be improved by doing similar research in other governmental organisation and private sector organisations. The results may be different due to the different contextual factors in place and the different HRM practices in the two different sectors.

References

Aburahma I. A. M., Abu Amuna Y. M. and Aqel A. M. (2020). 'The Relationship between GHRM Practices and Organizational performance "Case study: Gaza University"', International Journal of Academic Management Science Research (IJAMSR). Vol. 4(4), pp. 1-8.

Ardiza, F., Nawangsari, L. C. and Sutawijaya, A. H. (2021). 'The Influence of Green Performance Appraisal and Green Compensation to Improve Employee Performance through OCBE', International Review of Management and Marketing. Vol. 11(4), pp. 13-22.

Baliyan, R. and Fatima, M. (2021). 'A Study on Impact of Green Human Resource Management Practice on Organizations Performance Affecting Increased Sales and Profits in IT Sector in Bangalore', Turkish Journal of Computer and Mathematics Education. Vol. 12(10), pp. 6634–6640.

Barinua, V. and Dike, W. S. (2022). 'Green Human Resource Management and Organizational Performance', International Journal of Advanced Academic Research. Vol. 8(4), pp. 23-32.

Ethrsea. (2022). Time to revisit green policies, https://hrsea.economictimes.indiatimes.com/news/industry/time-to-revisit-green policies/91980366,[Accessed on 10 November 2022].

Fapohunda, T. M., Genty, K. I. and Olanipekun, L. O. (2021). 'Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC', Journal of Educational Management & Social Sciences. Vol 2(1), pp. 1-19.

Geetha, U. and Sammanasu, M. (2020). 'Green HRM -A Conceptual Framework', Journal of Xi'an University of Architecture & Technology. Vol. XII (V), pp. 1204-1212.

Ghouri, A. M., Mani, V., Khan, M. R., Khan, N.R. and Srivastava, A. P. (2020). 'Enhancing business performance through green human resource management practices: empirical evidence from Malaysian manufacturing industry', International Journal of Productivity and Performance Management. Vol. 69 No. 8, pp. 1585-1607. From: < https://doi.org/10.1108/IJPPM-11-2019-0520>.

Halawi, A. and Zaraket, W. (2018). 'Impact of Green Human Resource Management on Employee Behavior', Journal of Applied Business Research. Vol. 6(1), pp. 18-34.

Hmeedat O. and Albdareen R. (2022). 'The Impact of Green Human Resources Management Practices on the Relationship between Commitment to Social Responsibility and Sustainable Performance', Information Sciences Letters. Vol 11(4), pp. 1013–1022.

Hosain, S. and Rahman, S. (2016). 'Green Human Resource Management: A Theoretical Overview', IOSR Journal of Business and Management (IOSR-JBM). Vol. 18, pp. 54-59.

Jabbar, H. M. and Abid, M. (2015). 'A Study of Green HR Practices and Its Impact on Environmental Performance: A Review', MAGNT Research Report. Vol. 3(8), pp. 142-154.

Khaskhely, M. K., Qazi, S. W., Khan, N. R., Hashmi, T. and Chang, A. A. R. (2022). 'Understanding the Impact of Green Human Resource Management Practices and Dynamic Sustainable Capabilities on Corporate Sustainable Performance: Evidence from the Manufacturing Sector', Frontiers in Psychology. From: [Accessed on 14 January 2023].

Yong Joong Kim, Woo Gon Kim, Hyung-Min Choi, Kullada Phetvaroon (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance, International Journal of Hospitality Management, Volume 76, Part A, Pages 83-93, ISSN 0278-4319, https://doi.org/10.1016/j.ijhm.2018.04.007.

Kuo, Y., Khan, T. I., Islam, S. U., Abdullah, F. Z., Pradana, M. and Kaewsaeng-on, R. (2022). 'Impact of Green HRM Practices on Environmental Performance: The Mediating Role of Green Innovation', Sec. Organizational Psychology: Frontiers.

Mwita, K. M. and Kinemo, S. M. (2018). 'The Role of Green Recruitment and Selection on Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL)', International Journal of Human Resource Studies. Vol. 8(4), pp. 35-46.

Mwita, K. M. (2019). 'Conceptual Review of Green Human Resource Management Practices', East African Journal of Social and Applied Sciences. Vol. 1(2), pp. 13-20.

Qureshi, T. M., Singh, A. and Almessabi, B. N. (2020). 'Green Human Resource Management for Organizational Sustainability: A Need of the Hour for Modern Workplace', Journal of Southwest Jiaotong University. Vol. 55 No. 4.

Rawashdeh, A. M. (2018). 'The impact of green human resource management on organizational environmental performance in Jordanian health service organizations', Management Science Letters. Vol. 8, pp. 1049-1058.

Uddhin and Islam (2016). Green HRM: Goal Attainment through Environmental Sustainability, Journal of Nepalese Business Studies 9(1):14, DOI: 10.3126/jnbs.v9i1.14590

Yafi, E., Tehseen, S. and Haider, S. A. (2021). 'Impact of Green Training on Environmental Performance through Mediating Role of Competencies and Motivation', Sustainability. Vol. 13.

Zhang, Y., Luo, Y., Zhang, X. and Zhao, J. (2019). 'How Green Human Resource Management Can Promote Green Employee Behavior in China: A Technology Acceptance Model Perspective', Sustainability. Vol. 11.