



RESEARCH ARTICLE – 11

AN INVESTIGATION OF ANTECEDENTS AND OUTCOMES OF GREEN HRM AT INDIVIDUAL LEVEL

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ABSTRACT

The study's overarching goal was to shed light on the factors contributing to the success (or failure) of green HRM initiatives at individual levels. The study also aimed to determine how green HRM might ultimately benefit workers. The results showed that every hypothesis tested was correct. Green HRM has been shown to increase job satisfaction among workers. A significant relationship is employees' perception of their ability to make a difference in the world through their work. This research is important because it expands our understanding of green HRM at the individual levels. Also, it helps fill in some gaps in our understanding of green HRM's impact on the bottom line: the company's employees. The study contributes to knowledge about green HRM and its good effects on workers by highlighting the significance of finding purpose in one's work. SPSS Version 20 is used for data management as well as statistical analysis.

Key Words: *Green HRM, Meaningfulness through work, Job satisfaction, SPSS*

Introduction:

Devastating hurricanes, droughts, heat waves, and wildfires have resulted in billions of dollars in property damage and human lives lost, making environmental degradation and climate change among the most pressing issues of the 21st century. Human activities have contributed to warming the planet by an estimated 10.8 degrees Celsius above the pre-industrial average (United Nations Environment Programme, 2019). As a focal point of many discussions about sustainability, the business sector is widely acknowledged as a major contributor to environmental degradation on local, regional, and global scales (Moscardo, et al., 2013). For this reason, people expect businesses to take the lead in solving environmental problems (Schaltegger & Burritt, 2010). Beyond obtaining a social license to operate, businesses are under mounting pressure from stakeholders to take a more proactive approach toward environmental issues and become accountable for their environmental impacts to ensure that future generations can meet their needs and aspirations. This requires businesses to go beyond compliance and take a more proactive approach to achieving environmental sustainability

The environment is one of the primary pillars of corporate social responsibility (CSR) in developing a sustainable business (Marrewijk, 2003) CSR is a company's voluntary participation in business practices that promote economic, social, and environmental well-being. Environmental sustainability necessitates changes in corporate processes and product delivery. Employees are the major change agents in every change process, especially environmental performance improvement (Nejati, Rabiei, & Jabbour, 2017). Green HRM can help companies practise CSR. Green HRM is vital for implementing green strategies, and

environmental management practices and can contribute to an organization's environmental sustainability (Renwick, Redman, & Maguire, 2013) . Green HRM is a collection of HRM practises that enable a proactive approach to environmental management and high-performance environmental sustainability results (Becker & Huselid, 1998).

There has been an increase in studies on green HRM because of the crucial role it plays in achieving environmental sustainability. The origins of green HRM and the mechanism by which it produces positive effects have not been well investigated. There is a lack of knowledge about the relationships between green HRM's precursors and its organisational consequences (Ren, Tang, & Jackson, 2018).

(Ren, Tang, & Jackson, 2018) write that in order to construct a system with lasting benefits, a deeper understanding of green HRM and the mechanisms that facilitate it is required. Another difficulty is the lack of studies examining the effects of green HRM on the workforce. To implement a successful green HRM system in businesses, it is crucial to comprehend its impact on workers (Ren, Tang, & Jackson, 2018). This research looks at the positive effects green HRM has on an individual level.

Theoretical Background and Literature Reviews

Green HRM

Human resource management is essential to a firm's competitive advantage. Firms were proactively implementing practices for better environmental management, with reduced costs and increased revenue flows, to achieve important environmental business goals (O'Donohue & Torugsa, 2016) Environmental performance is an organization's commitment to conserving the environment through measurable operational criteria. Green HRM is one of the most acceptable ways to increase a company's environmental performance because it helps manage environmental effects. HRM methods promote efficiencies, cut costs, and improve employee engagement and retention. This reduces employee carbon impact, which benefits companies (Sheopuri, 2015) . Green HRM improves environmental performance by raising employee understanding of environmental challenges (Fayyazi, Shahbazzmoradi, AfsharL, & Shahbazzmoradi, 2015). According to (Dutta (2012), green HRM generates 'green employees' by focusing on green hiring, green compensation, and green training.

Pro-environmental employee behavior improves an organization's environmental performance (Daily, Bishop, & Govindarajulu, 2009). Green HRM creates an environment where employees respect green efforts and activities. This can lead to green empowerment boosting environmental performance, sustainability management, and green supply chain operations (Nejati, Rabiei, & Jabbour, 2017) . Jabbour et al. (2008) found that green HRM boosts environmental performance.

Organizations that strategically implemented green HRM and integrated all employee levels had an effective environmental performance. Green HRM methods help organizations strengthen their human capital, contributing to higher environmental performance (Jaramillo, Sossa, & Mendoza, 2019) by boosting employees' green behaviors and establishing a green organizational culture. Employees with environmental values assist organizations embrace and implementing environmental sustainability principles and increasing environmental performance.

Individual-level

Green HRM and job satisfaction

Green HRM is an essential strategic plan to improve organizations' environmental performance and employees' job happiness (Chan & Hawkins, 2010). Research reveals that employees' job evaluations affect their work behavior (Yusoff, Nejati, Kee, & Amran, 2018). Pride, participation, recognition, self-actualization, advancement, justice, working circumstances, and the task itself can influence how employees perceive their job and job satisfaction (Arnett, Laverie, & McLane, 2002). According to work characteristics theory (Hackman & Oldham, 1976), skill variety, task identity, task relevance, autonomy, and feedback can prompt diverse psychological states in individuals. Job appraisal and employee perception affect attitudes and satisfaction. When employees think that their job has all the essential features, they perceive that it has a purpose, leading to increased job satisfaction (Pollock, Whitbred, & Contractor, 2000)

Green HRM helps organizations achieve environmental goals by fostering a green culture and personnel. Despite adding to employee workload, protecting the environment is a worthy goal for organizations (Hawkins, 2010). This aligns with green HRM goals to protect the environment by reducing negative consequences and increasing positive ones. (Hawkins, 2010) When employees are environmentally aware and contribute to a healthier, better, safer environment, they feel like they are helping the environment. Green HRM fosters a meaningful environment by emphasizing shared environmental goals and values. This can contribute to job satisfaction by giving work significance.

Green HRM involves four steps: having an environmental vision, training employees to share their aims and ambitions, assessing environmental performance, and recognizing and rewarding employees' environmental initiatives (Clair & Whelan, 1996). (Huang, 2001) list four ways to implement green HRM: manager support, training, empowerment, and rewards. Green HRM procedures align with job characteristics model core qualities.

Green HRM helps employees improve work behavior by offering fundamental job qualities. Green HRM improves skill variety, task identity, and relevance by sharing environmental vision and goals and delivering environmental training. Encouraging employees to communicate their environmental aims empowers them to carry out environmental initiatives independently. Evaluating, recognizing, and rewarding their environmental performance helps them realise their activities' impact.

Meaningfulness

Humans want purpose in their work (Hulin, 2014). Making sense of something means giving it importance (Weick, 1995).

Meaningful work, as defined by the Job Characteristics Theory, is "the extent to which the worker views the task as personally significant, productive, and rewarding" (Hackman and Oldham, 1975, p. 162). The job characteristics model suggests that employee engagement can be increased through increased task diversity, task identity, and task importance (Hackman and Oldham, 1975). This highlights the significance of workplace characteristics and personal perspective in achieving work meaning (Hackman and Oldham, 1980).

Because employees feel more connected to their organization when they see it caring about environmental issues and taking action to address them. CSR is an essential antecedent of meaningfulness through work and sense making, argues Aguinis and Glavas (2019).

According to Shen and Benson (2016), green HRM is crucial to corporate social responsibility. When it comes to human resource management, "green" means "competency development," "action support," and "opportunity creation" (AragonCorrea et al., 2013; Renwick et al., 2013). Developing human capital is essential to creating green talents, fostering green activities to increase employee excitement and dedication, and providing green opportunities to enable and engage workers in the company's green objectives (Renwick et al., 2013). Because green HRM practices match the three core values of job characteristics—skill variety, task identity, and task significance—they can be one approach to help employees find the core values in their work, increasing work meaning.

There is a correlation between doing work that matters and factors like job satisfaction, enthusiasm, pride in one's organization, productivity, emotional health, and loyalty to one's employer (Glavas and Kelley, 2014). According to the work characteristics hypothesis, employees are more motivated and satisfied with their jobs when they have a sense of purpose in what they are doing and can see tangible benefits from their efforts (Spector, 1992).

Methodology

Data collected from full-time employees so that the study could focus on an individual level of analysis through an online survey. Our research measured green HRM using items adapted from Jabbour (2011). Meaningfulness through work is measured using three items by Spreitzer (1995). The study is descriptive and Exploratory. This study included primary data collected from 100 respondents from Bangalore city. This study used non-probability Judgmental sampling. A systematic questionnaire was used to collect data for the study. SPSS version 20 is used for data management and Statistical analysis.

Data Analysis

The current study shed new light on the causes and effects of green HRM at the individual level and the personal and professional outcomes closely tied to these causes and effects. It also investigates whether a sense of purpose at work mediates the connection between green HRM and individual job happiness. Correlation analysis is applied to find the relationship between green HRM, meaning fullness through work, and Job satisfaction. Multiple regression is used to find the cause and effect relationship between meaning fullness through work, job satisfaction, and green HRM. The study emphasizes how much variation in job satisfaction can be attributed to green HRM and meaningfulness through work at the individual level.

Table 2: Correlation among Green HRM, Job Satisfaction, and Meaning fullness through work

		Green HRM	Job satisfaction	Meaning full through work
Pearson Correlation	Green HRM	1.000	.299	.504
	Job satisfactions	.299	1.000	.143
	Meaning full through work	.504	.143	1.000
Sig. (1-tailed)	Green HRM		.000	.000
	Job satisfaction	.000		.052
	Meaning full through work	.000	.052	

Table 2 shows that the Green HRM is statistically significant and positively correlated with Job Satisfaction and Meaning full through the employees' work. Therefore the hypothesis that there is a statistically significant positive relationship between Green HRM, Job Satisfaction, and Meaning full through work is accepted.

To find the causal relationship between Green HRM, Job Satisfaction, and Meaning full through work, Multiple Regression is applied. The dependent variable under study is the Green HRM. The descriptive statistics of the Green HRM, Job Satisfaction, and Meaning full through work is depicted in the table below.

Table 3: Descriptive statistics

	Mean	Std. Deviation	N
Green HRM	3.9568	.49149	130
Job satisfaction	3.8097	.66310	130
Meaning full through work	3.8410	.61502	130

From the table, there is no multicollinearity as all the independent variables are not highly correlated, and the VIF values of all predictor variables are less than 10.

Table 4: Table of Multicollinearity

Variables	Collinearity Statistics		Findings
	Tolerance	VIF	
Job satisfaction	.980	1.021	No Multicollinearity
Meaning full through work	.980	1.021	No Multicollinearity

From the model summary table, it is evident that $R=0.553$ indicates a positive correlation between the Green HRM, Job Satisfaction, and Meaning full through work. The R^2 value

indicates the contribution of independent variables to the dependent variable. From the Durbin Watson test, there is no Presence of autocorrelation.

Table 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.553 ^a	.306	.295	.41266	1.630

The Analysis of Variance table indicates that the regression model statistically predicts the outcome variable, the Green HRM, as the p-value is less than 0.05. Therefore we can conclude that the relationship between Green HRM, Job Satisfaction, and Meaning full through work is significant.

Table 6: ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.535	2	4.768	27.998	.000
Residual	21.627	127	.170		
Total	31.162	129			

The Coefficient Table predicts Green HRM from the independent variables Job Satisfaction and Meaning full through work. Both the independent variables, Job Satisfaction and Meaning full through work. are statistically significant as P-value is less than 0.05. Therefore we can conclude that there exists a linear relationship between Green HRM, Job Satisfaction, and Meaning full through work

Table 7: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.859	.291		6.395	.000
Job satisfaction	.172	.055	.231	3.099	.002
Meaning full through work	.376	.060	.470	6.298	.000

At the individual level, green HRM is positively and significantly related to both job satisfaction ($\beta = 0.231, p < 0.01$) and meaningfulness through work ($\beta = 0.470, p < 0.01$).

The current study sought to identify the outcomes of green HRM at the individual level by focusing on the role of meaningfulness through work. All of the study's hypotheses are supported by the study's findings. We have also advocated for the importance of job satisfaction due to green HRM and deconstructed how green HRM is linked to job satisfaction. The study also found the critical role of meaningfulness through work in the relationship between green HRM and individual employee job satisfaction. These findings contribute to theory and practice, as discussed in the following sections. Another important finding of the present study supports the relationship between green HRM and employee outcome (i.e., job satisfaction). The findings of this study corroborate that when organizations took a proactive role in environmental issues, even though it increased employees' workload, they still strongly identified with their organization and felt that their work was meaningful. In line with the current findings, Glavas and Kelley (2014) found that a higher level of meaningfulness through work leads to higher job satisfaction.

The Present research helps us to understand green HRM's antecedents and outcomes at the individual levels. Future studies should focus on green HRM at many levels, including teams, organizations, and individuals or employees, because this field is understudied. They want green HRM studies to identify antecedents and outcomes and focus on employees' attitudes and behaviors. The present investigation gives an empirical understanding of green HRM at the individual level. The study found that work meaningfulness can boost job satisfaction through green HRM. Work is a focal point of human activities; thus, making sense of it is crucial.

Implication of Study

In management and practice, the study has significant repercussions. Organizations can utilize Green HRM to increase their positive impact on the environment and thereby advance Sustainable Development Goal 13 (SDG13) on Climate Action. Human resource management that prioritizes the environment is called "green HRM." Green initiatives can be propelled partly by emphasizing an organization's environmental culture.

Incorporating environmental sustainability into the organization's mission and making it a business aim and priority is one way for top managers and executives to demonstrate their concern for the organization's environmental imprint. Environmental culture can be cascaded by middle and HR managers to improve environmental performance by encouraging green behaviors among staff.

Employees contribute to environmental sustainability since they are the backbone of businesses and a source of competitive advantage. Developing environmental performance metrics, providing employees with the skills they need to meet environmental goals, and rewarding them for doing so are all components of green HRM.

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