Sustainable Green HRM – Importance and Factors affecting Successful Implementation in Organizations

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**Abstract**

Organizations today understand the importance that they associate with Green Human Resource management practices. It is evolving rapidly as many see it as a necessity in today’s context of global warming and climate change. Environmentalists, Scientists, and Governments across the globe understand the impact of climate change. Corporate houses have become more cognizant about the increasing significance of Human Resource Management practices that creates a sustainable environment management practices. This research is a study on Green HRM, its awareness, and factors that are critical to sustainable Green HRM practices in Organizations. It is well understood that Organizations cannot achieve anything without the support and involvement of its people. There are many factors that are associated with Green HRM practices in Organizations. Employee mindset / perception, organizational culture, cost lack of organizational resources, external factors like government rules and regulations etc. The study majorly focuses on factors that affect Green HRM practices in Organizations. The aim of the study is to understand which factors are of paramount importance that organizations need to focus on. The scope of the research includes understanding by means of a questionnaire, the awareness, importance and features, perceptions and functions of Green HRM being practiced in organizations. This research explores both secondary and primary data. The secondary data covers insights from various researchers and research done on the subject. The primary data covers responses collected from through online questionnaire surveys. Thus, the study will provide insights aimed at helping organizations, human resource executives understand how to create and increase the success ratio of implementing sustainable green HRM practices for maximum impact, gain insight into why particular aspects, areas, and functions are either working or not working as planned and how to best modify them.

**Key words:** Green HRM, management practices, implementation

1. **Introduction**

There is a scientific consensus that climate change is occurring and the principal factor to that being human-related activities leading to severe environment degradation. Global warming is seriously causing changes in climate leading to rising temperatures thereby melting glaciers at a rapid pace in the arctic and antarctic regions. It also has brought about extreme changes in the weather conditions or patterns including the timing of seasonal events. There has been
severe flooding in regions known historically to have very less rainfall and severe drought in regions where regular rainfall has been recorded previously. Humans have brought about this threatening shift in the ecological balance in the name of Industrialization through Industrial pollutants. Automobiles, other electronic and industrial equipment that were intended to make us safe and comfortable is slowly ruining and decaying our surrounding through carbon emissions polluting the atmosphere and the environment. The irony is that we are destroying nature and the beauty of this planet in the name of technology and creating a better lifestyle for us and our future generations.

Scientific and green activists have ensured that awareness is created and we wake up to this reality before it is too late to save the planet. Governments across the world have realized the immediate need to address the concern of global warming. They have all agreed that global warming is a real and serious threat to our existence and they have to act now before it is too late to save the planet. They have committed to do their bit in saving the environment. However, it is also vital that everyone in the system contribute to this objective. This includes citizens, corporations. Organizations have taken this as part of their Corporate Social Responsibility (CSR). They have also developed and implemented policies and initiatives to sustain and improve the environment they operate in. Organizations today not only evaluate their financial performance but also their CSR activities to improve their image thereby enhancing their brand value in the society and the market. Organizations today talk about Environment Policy and ensure they practice Green Initiatives in all their activities where ever possible. It has also crept into the space of HRM. It is more relevant to practice it in the HRM space as it involves People and thereby creating more awareness and responsibility on the individual to contribute their bit to the environment.

Why should an organization go green? What are the benefits of it? Is it feasible? These are many questions that come to mind when we talk of Green Organization. Going green has many benefits attached to it.

- Increased employee satisfaction that translates to job satisfaction, better productivity and retention (lower employee turnover ratio)
- Improves efficiency and effectiveness in the way we do things
- Lesser consumption of energy, water, and raw materials
- Mitigating risk and protecting the Organization dependence on energy and water needs
- Creating sustainable green practices that become a competitive edge as well as a brand image for the Organization.

Going green is a strategy that organizations adopt as part of their Corporate Social Responsibility (CSR) initiative. Some organizations do it so as to create a competitive edge and create a brand image. Today Organisations that are not innovating and implementing policies that ensure environmental protection are losing out to their competitors not only in terms of branding but also in terms of employee retention. Organizations like Google are coming out with green human resource management policies that sound hip or fancy to employees. Subsidies are provided for hybrid cars, on-site farmers markets, Green commuting vouchers, Organic dry cleaning by organizations. These unique initiatives they are coming up with is to encourage and retain employees by adopting green practices in their operations.
2. Human Resources and Green need to go Hand in Hand

Human Resources function is in charge of employee benefits, Organization and employee manuals or policies, SOPs (Standard Operating Procedures) and Organizational or workplace policies. They also work with the Management to develop sustainability programs like work-life balance and employee retention. Green HR aims to reduce the carbon footprint of each employee in the organization including talent retention. Today’s generation employees are more aware and concerned about global warming, environment degradation, and climate change. The HR function in the Organizations is looking at Green HRM as a tool to retain the top talent in their organization. Employees are considered as the biggest assets for any organization and the creamy layer of employees – the so-called top performers are the engine and drivers of innovation for the organization. Hence organizations continue to find innovative strategies to retain their top talent.

3. So what is Green HRM or Green Human Resources Management?

Green Human Resources Management or in short Green HRM is a strategy used primarily to reduce the carbon footprint of each employee in the Organization. It is an approach adopted by Organizations that can be combined with traditional CSR (Corporate Social Responsibility) concept with the objective of attaining a long-term renewable or sustainable approach to business practices. Green HRM involves incorporating environment-friendly HR policies and initiatives that could result in greater efficiencies and better employee engagement at the same time help organizations to reduce employee carbon footprints in the processes, job and day-to-day functioning of the enterprise. Some of the techniques introduced or adopted by companies are electronic filing (instead of a physical file), car-sharing (reduce emissions / save fuel / save time by lesser traffic and thereby faster commute), sharing of jobs, teleconferencing, virtual interviews, recycling wherever possible, telecommuting, online training.

Some of the techniques adopted by organizations are:

- Discourage the use of paper or if required use recycled paper for filing of records and other pertinent information through the use of technology like electronic / digital filing instead of physical documents and file
- Carpooling / Bike pooling or sometimes provide transportation to employees for their daily commute to the workplace so as to save fuel, lessen traffic thereby ensuring faster commute and reduction in carbon emissions. Sometimes, even encourage employees to cycle to work, wherever possible
- Minimum usage or nil usage of lights and allowing sunlight during the day wherever possible. Using energy efficient LED (Light Emitting Diode) bulbs in the night so as to save electricity. Using recycled and refurbished products and ensure products are disposed of for recycling, construct buildings, and workplaces that support a green architecture by allowing natural lighting, heating, and cooling and get it certified
- Implementing a smoking free office
- Rewarding employees for coming up with sustainable green ideas and strategies
- Plant trees and conduct green awareness for employees
- Awareness and training electronic waste, bio-medical waste for employees
4. Green HRM – Importance, Significance, and Advantages

The millennium brought with it tremendous challenges with it. Organizations had to face tremendous competition and sustainability has become the buzz word and key integral aspect of doing business in any sector / Industry - the sustainability on optimizing and balancing the social, financial and environmental concerns. To achieve this, sustainability should be part of the business – the way things are done in the workplace rather than as a separate add-on. Organizational culture plays a pivotal role in this shift towards a sustainable business. It makes or breaks an organization’s green policies and programs. It represents the organization's values, beliefs, and processes that echo’s what the leadership team and the employees perceive about issues on environmental sustainability. One of the critical roles of Human Resources Management is to drive the organization towards achieving a sustainability strategy by creating and developing skills in people, motivate them, generate a value system and create an environment of trust so as to achieve a bottom line that is threefold. This, in turn, will bring about healthy and sustainable organizational practices benefitting both the internal and external stakeholders of the organization. This only emphasizes the increasing need of integrating human resource management and environmental sustainability.

Organizations adopting Green Human Resource Management practices have several advantages. Some of them are:

- **Green business decisions:** Employing a green workforce or employees who understand and practice environment-friendly practices helps the organization take business decisions that have a wider perspective and thereby adopting innovative strategies and techniques to arrive at an optimal solution solve environmental related issues.
- **Preferred employer of choice:** Green organizations are the most desired employers and any potential hire would like to be associated with such an employer so as to learn and add value to their profile. A Green workforce is a win-win situation for both the employer and the employee as it gives a competitive edge to both in the market.
- **Higher retention of employees:** A survey by SHRM (Society for Human Resources Management) Green Workplace Survey found out that green organizations have lesser attrition rates as compared to their non-sustainable counterparts. In the survey about 61% of the respondents working for an organization known to be an advocate for green human resource management practices said that they were "likely" or "very likely" to continue working in the present organization because of their green policy and practices
- **Better Sales:** Cone Communications, a marketing, and public relations company in the year 2013 conducted a survey on the Green Gap Trend where about 71% of Americans shoppers said they are conscious of the environment impact when they purchase a product. This survey finding is critical to the belief that companies that adhere to green practices can improve their sales and cut costs by achieving higher volume of sales.

Today many organizations are bringing green human resource management practices to their business and day-to-day operations in the global context and landscape. The innovations and research that organizations strive in achieving a sustainable green human resource management practice in their business would significantly contribute to the field of Human resources management (HRM) field in both academic and business sense.
5. Objective of the Study

This paper’s focus is to explore Green HRM practices that are described in previous theoretical and empirical research works as well as understand the extent of awareness of Green HRM, its importance, different sustainable practices that companies have adopted and the effectiveness across different organizations in different Industries.

- To study the awareness level among the employees with regard to the Green HRM
- To understand the factors affecting implementation of sustainable Green HRM practices

6. Literature Review

In the year 1994, Lado and Wilson had defined Human Resources Management System (HRMS) to be a set of activities, process, and functions that are different yet related to each other with the purpose of attracting, developing and retaining the organization's human resources. Human Resource policies, process, practices, and strategies are generally designed and implemented that suits with the organization’s culture and business objectives and associated strategies. It is generally intended to be a source of competitive advantage thereby contributing to the performance of the organization (Boselie, 2001).

Green HRM refers to all those activities associated with developing, implementing and continuous progression and maintenance of a system being environment-friendly with the objective of reducing the carbon footprint of each employee in the organization thereby making it a green organization. Its objective is to create a sustainable environment that is beneficial to the individual, society, the business through the implementation of policies / procedures, practices, and systems. Its main objective is to address the carbon footprint of organizations by reducing paper usage, reduction in travel and producing products and generate services that don’t affect the environment. Aravamudhan (2012) describes Green HRM is all about maintaining the organizational and workforce sustainability in a holistic manner. A lot of research has shown that the Human Resource function in many organizations is increasing using greening concepts and methods to gain competitive advantage. Victor (2008) claims that 50% of HR professionals believed that their entities follow formal or informal environmental policy or any Green HRM policy.

Green HRM has gained importance in recent years. Dr. K Mishra in paper talks about strategic management which is required in order to attain Green HRM. The strategy should apply to various dimensions of HR like recruitment, appraisal, employee compensation but the majority of role should come from Corporate Social Responsibility (CSR). He also believes that in order to accomplish Green HRM each and every employee should intervene in such a manner so that sustainable business practices and awareness regarding environment can be spread within the organization.

6.1 “Green” – The buzz word in the scientific, political and the corporate world

We, humans, are the only living being / creature that is responsible for the destruction of the environment. Why do I say so? Because it is only us that exploits the natural resources this great planet has to offer beyond the permissible limits of safety. The effects of this are reflecting directly in climate change and global warming. Countries like UK and France are not experiencing snowfall in the winters and similarly experiencing higher temperatures in the summer. This phenomenon is not restricted to only these two countries but affecting all nations across the globe. Deforestation and increase in pollution from Industries is the
primary reason. This rapid change is only being seen in the last 50 years with the advancement in technology and subsequent human dependence towards it. Our increasing energy needs have led to increased oil exploration and digging the earth’s crust for more than half a century. The irony is that most of the extraction is done in the pretext of storage for future needs. But newer renewable sources of energy like hydrogen and nitrogen will make all this oil stored to waste. Coal is being used for power generation. Digging for coal leads to cavities in the earth’s crust. These cavities can cause earthquakes during flooding. The quest for technology and better standards of living is making us destroy the environment and changing the ecological balance of nature. Governments, Scientists, and Companies are realizing this and are trying to take a collaborative approach to reducing carbon footprint thereby reducing emissions and global warming.

Green, in other words, refers to being clean or renewable. It is any process or activity that attempts to do the following:

- Create and store energy that can be renewed
- Recycle products and materials
- Energy efficient manufacturing, supply chain management, equipment, and maintenance
- Environment compliance, awareness, and education
- Sustainable and natural business practices

6.2 Go Green

Go green refers to the conservation of the planet’s natural resources at the same preserving one’s personal resources i.e. lifestyle, family, communities and the surrounding. It involves making lifestyle changes that would help the individual live and sustain without causing damage to the environment. This requires one to have an awareness of the environment and make necessary changes so as to ensure minimum damage to the environment. These small changes would enable one to lead a green work-life that translates to a green environment for the present and future generations.

Paille (2013) says that in order to motivate the employees in order to achieve the objectives of environment sustainability, organization use suitable and effective HRM practices. To achieve sustainability, organizations need to associate and partner with every employee so as to create awareness and commitment thereby promote sustainable practices that meet the objectives. Sathyapriya (2013) simply put it that in order to promote environmental sustainability, implementing policies suitable according to business purview, Green HRM is essential. It has its own unique characteristics that differ from traditional Human resources management subsystems.

Mandip (2012) explains the importance of Green HRM by the help of illustrating the case of Bank of America provides tax benefits to its workforce that purchases hybrid cars, employees of Google are paid cash by the company on purchase of cars that consume less fuel per gallon and Hong Kong Shanghai Banking Corporation (HSBC) in the UK allowed their employees to bring their daily garbage from homes to the workplace and recycle them so as to decrease the amount of carbon footprint.
6.3 Green HRM leads to Green Jobs

Green HRM leads to green jobs. A green job refers to an occupation where the job contributes to reducing the carbon footprint on the environment by innovative methods, materials and enforcing policies, technologies that reduce environmental damage. It also requires special skills, knowledge, abilities, experience, attitudes and experience in this area. The 3 top most Green HRM practices suggested or reported by human resource management professionals were motivating and encouraging staffs to work consciously that doesn’t affect the environment, using recycled products and offering programs that encourage recycling and discounting / donating used office furniture supplies. John R. Rathgeber (2007) believes that Green Business policies are embraced not only to achieve corporate sustainability but also to enhance business operations and improve competitiveness.
6.4 Transitioning to a Green Organizational Culture

Brio, Fernandes, and Junquera (2007) believes that along with organizational culture, organization policies and environment is the key to the way organization functions which gets reflected in the success or failure of an organization. Govindarajulu and Daily (2004) finds that green organizational culture centers on the support and vision of the top management.

Harris and Crane (2002) recognized that there are other factors besides lack of top management’s support that thwarts an organization's green culture philosophy. That being said, more study and understanding is required to on how Human Resources professionals can support a green organizational culture by mitigating these barriers. Global corporations, different cultures across different countries could pose a challenge to create a uniform sustainable green culture and policy. It has to be tweaked to support the sensitivities of the country it is operating in.

6.5 The Economic Aspect of Green Human Resource Management

A lot of literature has been done on how organizations have benefitted from adopting an organizational culture that encourages sustainable green practices. These benefits have been both in terms of economic as well as environmental benefits for the organization. This benefit has then translated into a competitive advantage as well as a strategic advantage for the organizations. Some of the common green human resource management programs that are being practiced in a majority of the organizations include

- Videoconferencing, teleconferencing and other internet applications used for meetings thereby bringing down business travel
- Online and electronic documentation as opposed to traditional paper / hardcopy documents Reduction in paper usage and even so use recycled paper and materials
- Teleworking and work from home options to employees
- Car / Bike pooling programs, Transportation provided by the company
- Electronic filing wherever possible
- Recycled trash bins
- Recycled water for use in gardens
- Energy efficient air conditioners and heaters

Daily (2012) suggested that effective environmental management system or practices require employees to possess tremendous technical and management skills and abilities. Green Human Resource Management initiatives have led to business houses around the world to think differently and think ahead of their competition. Stephen King (2004) believes that the future of HRM will be built on the foundations of creativity and innovation and environmental sustainability for HRM could be achieved only by continuous financing and support of employees towards green human resources management initiatives.

Mandip (2012) believes that Green human resources management system looks at using every staff’s potential to endorse sustainable practices and increase awareness of employees on the importance of committing to a sustainable Green Human Resource Management The Organizations Human Resources function act as a key player in ensuring that the organization's responsibility towards the environment becomes a part of the corporate mission statement. Muster and Schrader (2011) believes that Green Human Resources Management brings out strategies and policies that work in bringing about a change in the employee’s behavior towards the environment through their job so as to imbibe this culture in
their personal life as well. It also educates employees on the effects of following a sustainable green practice that contributes to the environment’s wellbeing and making it safe for our future generations. This belief and the eagerness to safeguard our planet's resources motivate employees and instill a sense of pride towards their small contribution to the organization as well as the environment.

6.6 Green HRM – A Way to create High-performance Human Resource Systems

Today, with globalization and digitization, businesses are transitioning from an industry-focused financial system to a talent focused economy. A talent economy that is entering the domain of green economics – where green and environment issues require organizations to change their operations or business activities focused towards more environment-friendly or green practices as a sustainable business model. Organisation's consciousness towards the environment will enable them to brand their products and services as the economy grows and transitions towards a greener economy. CO2 (Carbon-di-oxide) emissions have more or less been maintained due to slower industrial production however as more developing and undeveloped countries get into Industrialization, it is bound to increase further. The developed economy today is focusing more on minimizing waste generation and optimizing their resources to produce top notch quality products that are reliable at the same time affordable. Organizations look towards an organic growth model with an emphasis on environment-friendly policies and the urge to go green by creating a DNA that is green-centric at the same time produce quality products and cut operational costs thereby decreasing their carbon footprints.

6.7 Greening is the Way to a Sustainable Future

The impact of Green Human Resource Management is multifold and requires continuous checking and monitoring so as to understand their potential impact on Human Resource Management issues. Yusliza, Ramayah, and Othman says that Green Human Resource Management involves specific HR’s policies and practices that are catered to the three sustainability pillars — environment, social, and economic balance (2015, p.1). The Human Resources Managers of today’s generation carries the burden of creating awareness among the youth and employees working in the organizations about Green HRM. Mathapati says that Green movement, utilization of natural resources and helping the organization to maintain proper environment practices thereby retaining and preserving the natural resource of the planet for the future generations is a sustainable development model (2013, p. 2).

7. Research Methodology

Primary Objective
To understand the extent of awareness of Green HRM, its importance, factors affecting the effective implementation of Green HRM

Secondary Objective
To find out if there is any difference in the ranking and importance of each of these factors as perceived from those from HR and non-HR backgrounds.
Sample selection

A total sample of 232 individuals, 114 from HR and 118 from non-HR background was taken. The sample was selected randomly. Place of research was across India.

Data Collection

A questionnaire was used to collect data. The questionnaire consisted of a set of general questions followed by a Likert-scale based questionnaire. The questionnaire was administered to senior professionals from HR non-HR backgrounds through professional and social networks.

Analysis of Data

The data obtained through Questionnaires was entered in excel and analysis was done by making charts. The data was initially analyzed using primary data visualization tools available in excel. This helped in understanding the different factors in depth.

SPSS was used for statistical inferences. The liker scale questionnaire was analyzed in SPSS. We ran the Factor Analysis to understand what factors were influencing sustainable green human resources practices across organizations in the Manufacturing and Service Industries. The statistically significant data was reported and consolidated analysis is being presented.

8. Data Analysis and Interpretation

Section 1- General data visualization

![Population Sample - HR & Non-HR representation](image1)

Fig 1: Population of the Sample

![Gender representation](image2)

Fig 2: Gender Population of the Sample
Fig 3: Industries represented

Fig 4: Organisation Size

Fig 5: Organisation Revenue / Turnover
Interpretation

- From Figure 1, it was observed that out of the sample size of 232 respondents, 114 (49%) were from HR background and 118 (51%) represented Non-HR backgrounds.
- From figure 2, it was observed that out of the sample size of 232 respondents, 47 (20%) represented female population and 185 (80%) represented male population.
- From figure 3, we observed that out of the sample size of 232 respondents, 173 respondents represented the Services sector as compared to 59 from the Manufacturing sector. That is 79% of the respondents were from Services and the remaining 21% were from the manufacturing sector.
- From Figure 4, we observed that out of our sample size of 232, 15% are from organizations’ less than 1000 employees, 31% from organization of employees between 1000 and 5000, 19% from organization of employees between 5001 and 10000 employees, 11% from organization of employees between 10000 and 25000 employees and finally 24% from organization of employees greater than 25,000.
- From Figure 5, we observed that out of our sample size of 232, 14% represent organizations’ that has a turnover of less than 100 crores, 16% in organizations’ turnover range between 100 and 500 crores, 14% from organization of revenue between 500 and 1000 crores, 20% from organization of revenue between 1000 and 5000 crores and finally 36% from organization where the turnover is in excess of 5000 crores.

Thus, the following data shows that the sample size is demographically diverse in nature.
Section 2- Factor Analysis

### KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .877 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 3485.313 |
| | df | 153 |
| | Sig. | .000 |

a. Measures of Sampling Adequacy(MSA)

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<thead>
<tr>
<th></th>
<th>Initial</th>
<th>Extraction</th>
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<tbody>
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<td>I understand the concept of Green HRM</td>
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<td>.745</td>
</tr>
<tr>
<td>I welcome Green HRM concept and practices in the organization</td>
<td>1.000</td>
<td>.819</td>
</tr>
<tr>
<td>Green HRM should be linked to employees performance metrics</td>
<td>1.000</td>
<td>.754</td>
</tr>
<tr>
<td>Green HRM cut costs for the company and helps in sustainable practices for the organization</td>
<td>1.000</td>
<td>.906</td>
</tr>
<tr>
<td>Companies should communicate to the employees about the Green HR initiatives implemented and its benefits</td>
<td>1.000</td>
<td>.867</td>
</tr>
<tr>
<td>HR Function encourages the employees to follow green initiatives and equally rewards top contributions</td>
<td>1.000</td>
<td>.825</td>
</tr>
<tr>
<td>Organization encourages employees to actively involve and participate in the decision-making process for green initiatives</td>
<td>1.000</td>
<td>.808</td>
</tr>
<tr>
<td>Proper training is provided to employees prior to the implementation of any green initiative</td>
<td>1.000</td>
<td>.591</td>
</tr>
<tr>
<td>Organization reduces wastage of conservative resources by making effective use of e-HRM like E-recruitments, teleconferencing, less paper usage etc.</td>
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<td>Green HRM is effective in my Organization</td>
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<td>.575</td>
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<tr>
<td>I welcome e-copies of appointment letters, experience letters instead of hard copies</td>
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<td>.863</td>
</tr>
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<td>I welcome e-copies of appraisal letters, other important communication from HR instead of hard copies</td>
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<td>.936</td>
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<tr>
<td>I welcome e-format of the Payslip rather than a hard copy</td>
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</tr>
<tr>
<td>It requires initial investment to go green</td>
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<tr>
<td>The benefits of going green may be less compared to the investment required</td>
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<td>Government still recommends documents to be maintained in hard copy rather than softcopy</td>
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<tr>
<td>Electronic Documentation isn’t considered valid in certain Government Institutions</td>
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<td>.637</td>
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<tr>
<td>Management focuses more on profit rather than investment on green initiatives</td>
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Extraction Method: Principal Component Analysis
## Total Variance Explained

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<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
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<td>Total</td>
<td>% of Variance</td>
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<td>7.693</td>
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<td>2</td>
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Extraction Method: Principal Component Analysis.
Component Matrix

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<td>Green HRM cut costs for the company and helps in sustainable practices for the organization</td>
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<tr>
<td>Organization reduces wastage of conservative resources by making effective use of e-HRM like</td>
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<td>E-recruitments, teleconferencing, less paper usage etc.</td>
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<td>Companies should communicate to the employees about the Green HR initiatives implemented and</td>
<td>.896</td>
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<tr>
<td>its benefits</td>
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<td>HR Function encourages the employees to follow green initiatives and equally rewards top</td>
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<tr>
<td>contributions</td>
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<tr>
<td>I welcome Green HRM concept and practices in the organization</td>
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<td></td>
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<td>Green HRM should be linked to employees performance metrics</td>
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<tr>
<td>Organization encourages employees to actively involve and participate in the decision-making</td>
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<tr>
<td>process for green initiatives</td>
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<tr>
<td>I understand the concept of Green HRM</td>
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<tr>
<td>Green HRM is effective in my Organization</td>
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<tr>
<td>Proper training is provided to employees prior to the implementation of any green initiative</td>
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<td>.420</td>
<td></td>
<td>.343</td>
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<tr>
<td>I welcome e-copies of appointment letters, experience letters instead of hard copies</td>
<td>.390</td>
<td>.840</td>
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<td></td>
</tr>
<tr>
<td>I welcome e-copies of appraisal letters, other important communication from HR instead of hard copies</td>
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</tr>
<tr>
<td>I welcome e-format of the Payslip rather than a hard copy</td>
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<td>.787</td>
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</tr>
<tr>
<td>Government still recommends documents to be maintained in hard copy rather than softcopy</td>
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<tr>
<td>Electronic Documentation isn’t considered valid in certain Government Institutions</td>
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<tr>
<td>Management focuses more on profit rather than investment on green initiatives</td>
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</table>
Extraction Method: Principal Component Analysis.\(^a\)
a. 5 components extracted.

### Rotated Component Matrix

<table>
<thead>
<tr>
<th></th>
<th>Component</th>
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<tbody>
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<tr>
<td>Green HRM cut costs for the company and helps in sustainable</td>
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<td>practices for the organization</td>
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<tr>
<td>Organization reduces wastage of conservative resources by</td>
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<tr>
<td>making effective use of e-HRM like E-recruitments, teled</td>
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<tr>
<td>conferencing, less paper usage etc.</td>
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<tr>
<td>Companies should communicate to the employees about the</td>
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<tr>
<td>Green HR initiatives implemented and its benefits</td>
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<tr>
<td>HR Function encourages the employees to follow green initiatives</td>
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<tr>
<td>and equally rewards top contributions</td>
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<tr>
<td>I welcome Green HRM concept and practices in the organization</td>
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<tr>
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<tr>
<td>participate in the decision-making process for green initiatives</td>
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<tr>
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<tr>
<td>implementation of any green initiative</td>
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<tr>
<td>communication from HR instead of hard copies</td>
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<tr>
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<td>green initiatives</td>
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<td>The benefits of going green may be less compared to the</td>
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<tr>
<td>investment required</td>
<td></td>
</tr>
<tr>
<td>Electronic Documentation isn’t considered valid in certain</td>
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</tr>
<tr>
<td>Government Institutions</td>
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<tr>
<td>It requires initial investment to go green</td>
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</tr>
<tr>
<td>Government still recommends documents to be maintained in</td>
<td></td>
</tr>
<tr>
<td>hard copy rather than softcopy</td>
<td></td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.\(^a\)
a. Rotation converged in 7 iterations.
**Component Transformation Matrix**

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<tr>
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<th>4</th>
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<td>-.644</td>
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</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

**Interpretation**

From the factor analysis, it was understood that almost every employee understood about Green HRM and its importance in organizations. The factors that are critical are Employee perception and Organizational Culture. Other factors like Government Rules and Regulations, Cost, Lack of Organizational infrastructure were not seen as important. Hence, organisations and HR professionals need to create more engagement with employees to enable a sustainable Green HRM practice in their organizations.

9. **Observations and Findings**

The following things were observed:

**A. In terms of understanding Green HRM**

- A whopping 99% of the respondents understood Green HRM and its importance.
- Similarly, they also welcomed Green HRM practices in their organizations.
B. In terms of effectiveness of Sustainable Green HRM practices

90% of the respondents felt that Green HRM is effective in their Organization with about 10% feeling otherwise. And of 93% from the Services Industry were happy with their Green HRM Practices with only about 80% from the Manufacturing Sector.

C. In terms of factors affecting Implementation of Green HRM

Factor analysis was used. There were 18 questions focused on 5 factors. Each of these questions was analyzed separately after the loadings (both +positive and negative). Based on the findings the correlation coefficients for each factor were analyzed. These questions were then narrowly focused to two key factors – Organizational Culture and Employee Perception and mindset. Most of the smaller organizations’ find cost as a factor for implementing Green HRM practices. There wasn’t any significant difference of opinion between HR and Non-HR respondents and factors like Government rules and regulations, lack of organizational resources wasn’t seen as much of an issue as compared to Organizational Culture and Employee perception.

10. Conclusion

Organizations today are aware of their responsibilities towards the environment and are undertaking efforts to contribute to the environment. Similarly, employees too are aware of going green in all aspects of the business process. The factors that are critical for successful implementation of sustainable Green HRM practices are “Employee Mindset” and “Organization Culture”. Other factors like Cost, Government Rules, and Regulations, Training and Development didn’t matter as much as these two factors. However, from the research, we find that though many employees are aware of Green HRM and its benefits, however, not many are completely comfortable going green. It is because the employee perception of having everything electronic. From the survey, not many employees preferred going completely electronic for important documents like appointment letters. Still, many prefer them in the physical paper format. However, they do appreciate Green HRM practices and many also advocate going green as many disagreed that cost is a hindrance for going green. However many also agreed that initial investment may sound steep and many small organizations may not be able to support that high initial investment. But organizations are using energy efficient lighting, recycling products, and reducing printing thereby saving substantial money that could run into millions for many large organizations’. Many organizations’ are also looking at it as a brand building exercise. The conclusion that we derive 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.

11. Recommendations

As a response to the ever-changing way of doing business, Organizations need to adopt new methods, technologies, and tools to create a positive impact towards the environment.
• Top management should support and encourage Human Resources and all stakeholders to create a positive change and impact by reducing the carbon footprint at the workplace. Human Resources should use different technologies and communicate trust and credibility of themselves as a function, the way they do business both internally and externally.

• Human Resources should also understand that employees are likely to be more productive and work towards a green initiative only with a better awareness and learning structure put in place. Thus, they should focus on creating strong policies, processes and support systems so as to achieve a sustainable Green HRM in the organization.

• Since the business functions under the purviews of the Legal jurisdiction of the State and Country, Businesses should understand and engage with the Government bodies and Institutions to come up with environmentally friendly systems so that efficiency and effectiveness on a sustainable Green HRM is achieved.

• Finally, a comprehensive recognition and reward system, awareness, motivation and continuous training and development programs would ensure that employees participate wholly towards a sustainable Green HRM initiative across the organization.

References


