

Effects of Green Human Resource Management Practices on Organizational Growth of Sugar Industry Pilot Study

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ABSTRACT

The concept of Green HRM has become popular worldwide. Its meaning differs from person to person. It attempts to boost energy savings or reduce the pollution created by industries and general living habits. The primary aim of greening is to minimize the possible adverse effects of energy consumption and pollution on the environment. Green HRM practices support the best use of existing natural resources inside business organizations and, more broadly, promotes environmental sustainability. Most organizations in India and Government offices have recently adopted Green HRM practices in order to increase efficiency while also establishing a sustainable environment.

The business organizations play a pivotal role in the development of society. It is impossible to fully adopt Green HRM practices, despite the fact every employer has to develop Green initiatives to assist their staff for saving the environment. The standard Green HRM practices used in the organizations and the extent to which Green HRM practices are used in the organizations will be identified in this study report.

Keywords: Green HRM, HR practices, Organizational sustainability, green goals

1. INTRODUCTION

In the current scenario, environmental problems are an immense challenge for humanity as the environment is degrading day by day due to industrial revolution round the world. Therefore, a business needs to adopt a proactive approach for management of resources at their workplace which in turn can help in sustainability of organization as well as environment. Now, it has become essential for organizations to feel a sense of responsibility toward the environment and its economic goals.

For the same, the research is being carried out to study the effect of Green Human resource management practices on organizational growth in Sugar Industry of Meerut by a survey of 450 employees in Meerut. As a part of primary research, a pilot study of 40 respondents was conducted in the initial phase. As far, Green HRM is defined as the inclusion of environmental administration into human resources management practices. The phrase “Green HRM” is usually used to mention HRM policies and practices adopted by an organization towards the broader corporate ecological schedule. It mentions using each employee to carry out sustainable practices and upsurge employee alertness and their commitment towards sustainability. Distinctive green activities followed by the organizations led to fulfill needs of an organization through e-recruiting or by using online and video interviews. Green HR initiatives help

companies to find out some innovative ways to reduce costs without losing the gems in the stones. Awareness and adoption of green HRM is a planned initiative that encourages sustainable business practices.

Green HRM is a broad concept that encompasses various activities such as Green recruitment, Green training and development, Green performance management system, Green rewards, and recognition. Against this backdrop, a study was undertaken to examine the awareness and effective implementation of Green HRM practices within sugar industry of Meerut.

All the processes involved in creating, implementing and maintaining a green system that attempts to make employees of a business environmental friendly are referred to as “Green HRM”. The term “Green HRM” refers to human resource practices that conserve the environment via sustainable use of resources across the globe. It is the branch of human resource management concerned with transforming regular employees into green employees in order to meet the organization’s environmental goals and finally, to make a substantial contribution to environmental sustainability.

Green Human Resource Management is the driving force behind human resource activities that promote both the economic and environmental sustainability of a business organization through implementation of sustainable practices at your workplace.

Green Human Resource Management constitutes a wide range of Human Resource activities that helps to reduce paper use and apply Green Human Resource initiatives to boost the value of employees as well as the organization.

Research Objectives

1. To study the use of Green HRM practices in Sugar industry.
2. To study the impact of Green Human Resource Management practices on efficiency and working of Sugar industry in Meerut district.
3. To study the impact of Green Human Resource Management practices on Job enrichment and Job enlargement.

Introduction to the Pilot study

A pilot study seeks to determine if the research can be done, should the researchers proceed with the same, and if so, in what manner. A pilot study also has unique design features. It is carried on a much smaller scale than the full-scale main or study (In, 2024). As a precursor to the main study, this pilot study was undertaken with the following goals:

1. To understand critical practical aspects in data collection.
2. To put to the test the use of the survey questionnaire.
3. To check if the hypotheses get duly tested as per the research methodology.
4. To test the validity and reliability of the survey questionnaire.

2. Literature review

There are several articles on green HRM policies and practices, integration of green HRM policies with environmental policies, green HRM implementation, and green HRM on employees and Public at large or in society. A few examples are given below.

Yusoff et al. (2020) found that the hotel industry is expanding rapidly in developing nations due to an increase in the tourism sector; however, on the other hand, the hotel sector is one of the sectors

mainly increasing the pressure on the environment. Hence, because of an enormous number of environmental problems that the hotel industry has experienced, there is an upsurging force to give an appropriate reaction to environmental problems and implementing sustainable business methods such as the acceptance of green human resource management (HRM) practices offer a win-win choice for the organization and its shareholders. Hence, it points out the necessity to assess how green HRM initiatives will enhance the environmental presentation in the hotel sector. Based on resource-based view theory, the study applied an investigative model examining the association among green HRM initiatives (green staffing and assortment, green training and enhancement, green performance assessment, and green reimbursement) and ecological performance in Malaysia's hotel sector. Survey forms were circulated to human resource (HR) administrators/executives in three-, four- and five-star hotels in Malaysia. In total, 206 hotels were involved in the study. The information collected was examined applying partial least squares structural equation modeling. Based on the analysis, the study discovered that green recruitment and selection, green training and enhancement, and green reimbursement have a meaningful association with environmental performance. In contrast, green performance evaluation did not have a substantial relationship with environmental performance. The outcomes extend the previous study by emphasizing the importance of green HRM practices in functioning environmental performance and signifying how each part of green HRM practices either enhances or motivates environmental performance. This is the primary experiential study that examines the association between green HRM and environmental performance in the hotel sector.

Sathya & Krishanan (2019) found that green HRM is applying Human Resource Management tactics to encourage the sustainable use of resources within business administrations and more usually inspires the cause of environmental sustainability. The study aims to discover Green Human Resource Management approaches of administrations and encourage the philosophy that is significant for the appropriate arrangement of human resource management philosophies with green management purposes in an organization. It is an expressive approach based on both primary and secondary information. Green HRM includes all activities targeted at aiding a firm to carry out its plan for environmental management to decrease its carbon footprint in zones worries on embarkation and achievement of human resources, initiation, performance assessment & management, training and development, and pay reward management. This is only likely by the operative implementation of green HRM within the administration. These practices would result in enhancing employee attitudes and behaviors within the organization.

Alzgoool (2019) found that the study tried to understand Green HRM's connection, Green Management, towards demonstrating individual Green values. Moreover, the study tried to evaluate the control of green management on the association between Green HRM and individual Green standards. A substantial private delivery business in Bahrain was chosen for the current study based on the recent initiatives towards green practices across the main work predictions. Outcomes of the structural equation modeling from the organization's non-managerial employees specified a significant positive association between green HRM and individual green standards. Accordingly, the study also stated a significant relationship between Green Management and improvement of individual green values. The study also stated vital control of green management on the association between green HRM and individual green standards.

Shamima Kamili (2018) in their research paper named “Green HRM: Origin, Practices and Implications”. The aim of this article is to find the Green Human Resource Management practices and the role of Green Human Resource Management practices in going green. The researcher suggested some social implication of Green Human Resource Management practices for green organization.

Jie Shan, Jenny Dumont, Xin Deng (2016) in his paper captioned “Employees perceptions of Green Human Resource Management and Non-Green employee work out comes: The social Identity and stakeholder perspectives” has made study Analyzing the multisourced data reveal that perceived Green Human Resource Management influences these three non-green employee workplace outcomes through a motivational social and psychological process.

Aparna Jain (2016), in her research paper named, Green Human Resource Management concept in Indian Industries- present scenario. The aim of this journal is to elaborate on various green practices that can be incorporated for building a green work place. The researcher concluded that the green performance, green behaviours, green attitude and green competencies of human resources can be shaped and reshaped through adaption of green human resource management practices.

Mohammad Main Uddin and Md. Rabiul Islam (2015) in their research paper titled “Green HRM: Goal Attainment through Environmental Sustainability”. The Journal of Nepalese Business studies, had conducted a research study on the process model of Green Human Resource Management from entry to exit. The researcher collected reviews from Articles published on Green Human Resource Management between 1996 and 2013. The study recommended that the proposes future researchers to fill the gap in the existing literatures by conducting empirical studies such as Green Human Resource Management practices in the manufacturing or service organizations.

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

1. Electronic Filing
2. Car sharing
3. Job sharing
4. Reduce business travel - Teleconference instead of travelling
5. Virtual (Video) interview
6. Go paperless
7. Recycling
8. Telecommuting
9. Online Training
10. Making double sided photocopies
11. Donating / Discounting office furniture to employees or local charity.
12. Energy efficient bulbs at work place
13. Explore opportunities for implementing alternative energy sources

CHALLENGES TO GREEN HRM

The following are the challenges or limitations of practicing Green HRM in the organizations

1. It is challenging one to measure the effectiveness of Green HR practices in employee’s activities.
2. Emergent the culture of Green HRM in entire concern is an unmanageable and long process.
3. It is complex to alter the behaviour of employees in a diminutive of time.
4. It can be costly for an organization to go green initially.

The study forwards implications for experts followed by the restrictions and scope for future studies. A comprehensive study focusing on the Sugar industry in the Indian context is not so easily seen. Therefore, this study investigates the effective implementation of Green HRM policies and practices within Sugar industries.

STATEMENT OF THE PROBLEM

The study focuses only on the Green Human Resource Practices of the organisations which are implemented and followed by the workers and identifies the effectiveness of Green HR Practices in the work place. The study helps to know how the Green HR practices develop reputation of the organizations.

3. RESEARCH METHODOLOGY

Based on the paper's objectives, a systematic review of a reliable knowledge base was adopted. The analysis process included reviewing, classifying and categorizing the available literature on GHRM, using empirical works published over a decade.

The sample size for a pilot study

Going by standard research conventions, 40 Employees were selected for the pilot study. Questionnaire for the survey: Three questionnaires were administered for the survey.

1. The First questionnaire was designed with profile information and two sections, each with ten questions for the Senior/HR managers. Responses were taken on a 5-point Likert effectiveness scale.
2. The Second questionnaire was designed with profile information and one section with ten questions for the employees. Responses were taken on a 5-point Likert satisfaction scale.
3. The Third questionnaire was designed with profile information and one section with ten general public questions. Responses were taken on a 5-point Likert image scale.

RESEARCH DESIGN:

The research will be conducted in two phases:

First part will be 'exploratory research' to build upon conceptual base this will be followed by 'Descriptive Research'. The method of study will be 'Survey Method'.

1. Collection of data:

The research paper includes both primary and secondary data. The primary data were collected from the employees using a structured questionnaire. The secondary data were collected from published journals and websites.

i) **Secondary Data:** The following probable sources will be reviewed:

- Journals
- Magazines
- Research papers
- -Reference books
- -Web Search

ii) **Primary Data:** Questionnaire method will be used for data collection.

Appropriate ranking and rating scales will be used.

2. Construction of Questionnaire:

To assess the Green HRM were practiced by the employees, Likert’s five point scale is used with scales ranging as “Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree”.

Three questionnaires were administered for the survey.

1. The First questionnaire was designed with profile information of employees consisting of 17 questions. Responses were taken on a 5 point Likert effectiveness scale.
2. The Second questionnaire was designed with general public questions and the responses were taken on 5 point Likert scale.

The questionnaires were tested for validity and reliability as under:

Test of Validity – The hypothesis testing method, questionnaire, etc. were validated by the guide and other experts in the field to ensure that the measurement was adequate and accurate in terms of the desired direction. Responses sought were duly controlled to ensure that only valid input data is collected.

Test of Reliability – Cronbach’s Alpha tests were applied to the questionnaire using “SPSS Reliability Calculator”, an excel program, and the results are summarized as under:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.974	.974	40

As the Cronbach’s alpha score were more than 0.70, the questionnaires were considered to be reliable.

Hypotheses Formulation

Sr. No.	Area of Study	Null Hypotheses
1	The use of Green HRM practices in Sugar industry.	There is some awareness or opinion among the people about GHRM practices.
2	The impact of Green Human Resource Management practices on efficiency and working of Sugar industry in Meerut district.	There exists some significant impact of Green Human Resource Management practices on efficiency and working of sugar industry.
3	The impact of Green Human Resource Management practices on Job enrichment and Job enlargement.	There exists a positive significant effect of adopted GHRM practices on Job enrichment and Job enlargement which will help in organizational growth.

Scheme formed for testing of hypothesis

1. Three questionnaires were prepared and administered to 40 employees to test the hypothesis.
2. A linkage was kept between the questionnaires sought from the respondents based on company control code. If 5 employees from Company A responded, it was ensured that five employees from the same company A also responded to the employee questionnaire, and five responses for the same company A were also obtained from the general public.
3. Responses were sought on a 5-point Likert scale.
4. The responses for each of the sections were averaged for the 40 questions in that section.

5. While averaging, weights of 0, 1, 2, 3 and 4 were applied to the number of responses for each of the scales, and a weighted average was calculated and taken as the sample means.
6. For testing hypothesis 1 & 2, p-values were calculated, and the null hypotheses were checked for rejection or non-rejection by way of a t-test. These calculations were done at a 95% confidence level. The sample means were compared with hypothesized population means taken at the mid-point of the scales connoting an event possible by chance.
7. For testing Hypotheses 3 & 4 regression analysis was used. The dependent variables were Employee satisfaction, Public image and organizational growth and the independent variable was the awareness and the implementation of Green HRM practices.
8. H0s rejection would indicate that the sample has statistically significant characteristics and are not by chance.

3. Sampling Design:

- **Sample size**= 40
- **Sample Unit**= Individual

Sample size has been arrived using the formula

$$\text{Unlimited population: } n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$\text{Finite population: } n' = \frac{n}{1 + \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2 N}}$$

Where,

Z is the z score which corresponds to the confidence level which has been taken as 95% and the value of z is 1.96

ϵ is the margin of error taken as 5%

N is the population size

\hat{p} is the population proportion taken as 50%

- **Sampling Method:** Simple random Sampling
- **Sample Groups:** Employees of sugar mills
- **Sample Universe:** Meerut

- **Statistical Design:** Appropriate parametric and nonparametric methods will be used such as
 1. Descriptive statistics
 2. Standard deviation
 3. One way ANOVA
 4. Chi-square test
 5. Regression analysis
 6. Karl Pearson coefficient of Correlation

4. Period of study:

The research was conducted during the period between July 2024 and August 2024

5. Limitations of the study:

1. The selected sample size is too small when comparing to the population.
2. The research period is very less so, we have taken very important factor for the study.

Key Findings and Conclusion

Data collection is possible with reasonable comfort if respondents are assured of confidentiality. Processing the data into variables required for inferential data analysis can be done. The hypotheses can be duly tested as per the research methodology- questionnaire prepared for primary data collection tests well for reliability.

The demographic profile of the sample clarifies the age group, gender, monthly income, professional experience of the respondents. It is found that large share of respondents belongs to the age group of 20-30 years. It is due to the fact that most of the working professional are fresher's. It is also observed that maximum respondents (72%) are aware about green HRM practices and out of this (81.25%) are even adopting them.

The study highlights the various relationship as follows:

1. Green HRM is Reliable has highest positive correlation with Employees value and make use of one another's unique strengths and different abilities and Increased employee retention and a negative relation with Green HRM practices provides safety to employees.
2. Green HRM practices provides safety to employees have positive relationship with It promotes paperless work and Competitive advantage
3. Increased employee loyalty and Increased employee morale have negative correlation
4. Commitment, Employees value and make use of one another's unique strengths and different abilities and Employees know what's expected of them and understand their impact on other people, teams and functions have positive relationship with each other
5. Employees value and make use of one another's unique strengths and different abilities with It promotes paperless work and Commitment have positive relationship
6. Commitment and Employees know what's expected of them and understand their impact on other people, teams and functions have positive relationship with each other have positive relationship

SUGGESTIONS:

The researcher suggested the following:

1. Trained Green employees to be appointed specifically in every organization to achieve efficiency and effectiveness.
2. Try to utilize other sources of energy and practice Green HRM in organizations. (eg., Solar energy etc.)
3. Create awareness among the employees and motivate them regarding practicing Green practices.
4. Role of human in environmental management that enhances the operating performance is to be given more importance
5. Regular assessment of green performance by the employees will foster a positive attitude and encourage the thinking that green practices are not just a short-term initiative to increase business but their company's permanent philosophy that will contribute to the community too.
6. Green goals should be department specific focusing on their interests that the department possesses:

this will encourage and their participation during the green training.

7. Creative promotions would be a great tool to motivate green participation should be used during the green training because employees who are reluctant to embrace green practices need to be inspired.
8. The management should generate feedback from the employees on a regular basis to keep them informed about their property's green practices. In doing so, not only can the results of these activities be evaluated but sharing results can actuate ideas for improvement and well as increase commitment.

CONCLUSION:

The study assessed the Green HRM practices relating to the working skill of the employees and the challenges while practicing Green HR practices at the workplace. The analysis part of the study revealed the challenges faced and the effect of implementation of Green HR practices by the employees. **All the Green practices are significantly related to the Green HR practices except in case of the training to use electrical device where it is insignificant.** From the point of green HR practices of the employee, implementation and challenges faced while practicing the Green initiatives by the employees are significant. A number of suggestions were made on the basis of effect of implementation of Green HR initiatives and to reduce the challenges faced by the employees and also to increase the interest to practice Green HRM. To create Environment-friendly surrounding and to practice Green HR as a corporate social responsibility. Thus the study concludes that the Green HR practices implemented well but some practices is not much impressive in Meerut City.

SCOPE FOR FURTHER RESEARCH

1. Solar energy uses in Green HRM practices in various organizations.
2. Challenges and opportunities of Green HRM implementations in Institutions.

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