# Going Green with Green HRM Practices – A Strategic Initiative for Reinvigorating Performance Optimization in Companies

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## Abstract

Organizations have developed a global identity with innovative human resource practices and operations which stand as a source of competitive advantage for the firms. With the advent of workforce diversity, globalization, technological incisiveness, and expeditious changes across companies, organizations are facing environmental challenges at work, which need to be addressed at large and managed as well. Green human resource management (GHRM) practices in organizations have become a key business strategy that play an active role in exploring the green facets of business. A significant difference in organizational performance is discerned when green human resource management techniques are implemented. In the present study, 264 respondents were selected (HR managers, HR officers, and HR executives of different companies). The findings of the present study revealed that Green Recruitment & Selection, Green Training, Green Performance Management, Green Rewards Management, and Green Employee Participation provided a way for green management perspective of the firms that promoted environmentalism and had a significant impact on the sustainability of the business. Such sustainable practices ingrained among employees a sense of commitment not only towards these environmental issues, but also towards the corporate mission statement of the organization, fulfilled its green objectives, and enhanced employees' green performance of the job. The findings of the study highlighted that the green performance management (GPM) practices had a considerable impact on organizational performance. GPM practices enriched the behavioral and technical competencies of employees to align green tasks and goals that reinforced the company's core values. The paper highlighted the significance of green performance management practices which had been instrumental in bringing out the competencies of employees, a natural environment in the workplace, improved employee implementation of green management principles, and corroborated strategic performance of the firms.

JEL Classification : M12, O15, Q56

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Green itself brings with it an aura of growth, tranquility, balance, vital force, and fecundity of imagination. Thus, green practices in organizations would bring an evolutionary approach and are believed to be effectual in reinforcing competitive advantage for a firm (Londono & Hernandez-Maskivker, 2016).

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Adopting green practices shall help organizations to strategically manage their economic efficiency and stimulate environmental as well as organizational performance, enabling the firm to be on a winning streak (Lin & Sheu, 2012). Today, organizations strongly believe that green awareness should be implanted among employees, and they must be inspired to carry on green management initiatives (Joshi, Sunny, & Vashisht, 2017 ; Menon, 2016 ; Saarangapani & Sripathi, 2015).

Green HRM forms an integral part of the organization and is an important step towards a sustainable future (Parida, Raj, Sharma, & Yadav, 2015). Employees are an imperative part of an organization (Biswas & Chakraborty, 2019 ; Chakraborty, Santra, & Dhara, 2019 ; Chakraborty & Biswas, 2020a). The human resource department plays a chief role in augmenting green practices at the workplace through these employees by implementing sustainability programmes, standard operating procedures, and organization policies that minimize the carbon footprint of each employee in the company (Chakraborty & Biswas, 2020b). Green economy organizations which provide a platform for green HRM practices have a stupendous growth opportunity along with operational savings that provide a new environment for the talents who experience a job satisfaction and remain better engaged (Owino & Kwasira, 2016). The ecological consciousness of each individual actually steers the living style and environment. Thus, HR policies along with green HRM practices shall help employees to infuse in them the sustainable use of resources, promote environmental sustainability, as well as enhance the value of the company (Chakraborty, 2018 ; Deepika & Karpagam, 2016 ; Mukherjee & Chandra, 2018).

Green HRM practices are primarily concerned with transforming employees into green employees so that organizational goals and mission can be achieved, which would be beneficial for the individual, society, and the business at large (DuBois & Dubois, 2012). It is discernable that employees often stand as a source of pressure for the organization while addressing environmental issues. Environmentally concerned organizations are laying emphasis on environmental outcomes. Thus, green HRM practices have been ushered in as one of the pre-eminent phenomenon which can increase employee engagement towards green initiatives. This shall enhance environmental as well as business performance and make the employees socially responsible (Jabbar & Abid, 2015). The green HR practices which incorporate green recruitment and selection, green training and development, green performance management, green reward management, and green employee participation lower the operational cost, provide environmentally sustainable solutions, and help employees to remain committed towards green initiatives in order to realize organizational competitiveness and reputation (Ahuja, 2015).

The United Nations has framed 17 sustainable development goals that would ensure a better and sustainable world for all and would lead us towards national and global progress. Goal seven (7) of UN Sustainable Development Goals emphasizes on 'affordable and clean energy'. It focuses on affordable, sustainable, and modern energy that would transform the pattern of work and lives of people. As companies are investing in renewable energy, reliable and sustained access to such energy resources can be ensured that can help a business reach its full potential. A green economy is based on transformative actions. However, India remains far behind with respect to awareness and the initiative level in laying green footprints in spite of knowing of its multifarious benefits. Even companies are not ready to shed their age-old practices and look towards innovative solutions and adopt aggressive goals to lay a green footprint. Thus, the study makes an attempt to identify the need of green HRM practices as a broader part of a firm's environmental agenda. This can easily make employees environment sensitive and socially responsible.

## Literature Review and Hypothesis Development

### Green Recruitment & Selection Practices

Companies have emphasized on green recruitment strategies. Green recruitment plays a vital role as it tries to

search for candidates with an environment friendly bent of mind as there is a growing need for experts who can take care of the fields of renewable resources, sustainable development, and can elevate a positive change in the workplace (Kiruthigaa & Vishwanathan, 2014). The job description includes various tasks, duties, and responsibilities towards environmental protection and sustainability. The interviews should focus on understanding and measuring the intensity of the candidates' empathy towards the green goals of the organization and recruiting those having adequate knowledge and skill about the environmental management system in the organization (Chakraborty & Biswas, 2019). The induction program itself should clarify the new recruits about the environment developmental policies and their active participation in it. There should be a preference (while selecting applicants) for those applicants, who in their personal lives are also involved in greening as a consumer (Opatha & Arulrajah, 2014). Organizations can conduct the recruitment process online, and the job description of the advertized positions can be uploaded to the job portals, and suitable candidates can be screened. This will substantially reduce resource wastage as well as time in searching for competent applicants (Prasad, 2013).

Green practices have been followed by employers to attract potential candidates as companies want to elevate their green image as it has been identified that the stature of a green employer gains new talents. According to Diana (2016), green recruitment reduced agency costs, improved employer branding, and brought better ethics and greener approach throughout the organization. Orientation programs in an organization should be delineated in such a way that it would give the employees a glimpse of the company's culture of green consciousness. Organizations' concern for green working conditions should be the cynosure during the induction session (Deshwal, 2015). Information about the organization's environmental orientation program as well as corporate environment management policies should be well defined to the new recruits so that they become equally aware and concerned regarding their future endeavors needed to exhibit green citizenship behavior that would help the organization to perform well (Jahan & Ullah, 2016). According to Aranganathan (2018), green recruitment ensures greater efficiency and retention of employees. It reinforces a perfect application of sustainability to the organization and its workforce through minimum carbon footprint. Such strategies attract competent employees as they find the organization to be responsible.

↳ **H01 :** There is no significant impact of green recruitment & selection practices on organizational performance.

↳ **Ha1 :** There is a significant impact of green recruitment & selection practices on organizational performance.

### Green Training Practices

Companies have reinforced green training and development programs and have acquainted their employees with the green issues to make a pro green organization. The Land Rover Group initiated an environmental training that would be imparted to their employees according to their job to reduce environmental atrophy (Bangwal & Tiwari, 2015). Trainers should conduct various programs with a presentation mode, video conferencing, and provide soft materials which itself would bring a sense of green behavior among employees (Nayak & Mohaty, 2017). It has been identified that a pro environmental approach can be infused among employees through a strong organizational involvement through an integrated training program on environmental management for bringing success in the firm's environmental strategy (Fernandez, Junquera, & Ordiz, 2010). To make the green HRM practices effective in organizations, it would be necessary to promote environmental training among employees as they require necessary knowledge to deal with environmental problems and related opportunities, which can lead to an effective green management system. Trainings should be imparted to employees to ingrain management as well as technical skills which are required to make corporate green management effective (Daily, Bishop, & Govindarajulu, 2009).

Surveys revealed that employees getting a good training on greening have a better perception of environmental

management principles, which can lead to effective implementation and heighten organizational excellence (Sarkis, Gonzalez-Torre, & Adenso-Diaz, 2010). Green training should not be confined to the department linked with environmental management but it should include issues of green awareness enhancement, building of a green climate, as well as instilling green knowledge management across the organization (Tang, Chen, Jiang, Paille, & Jia, 2018). Green training programs help to make employees understand the significance of environmental protection and how the environmental issues need to be controlled and efficiently used. This would help the operations to be well organized and productive (Wong, 1998). It is through developing human capital that an organization can grow in the true sense. Thus, cultivating awareness of green skills among the employees can fetch sustainability for a firm. Training the employees to develop an attitude, value, and abilities to support efficient utilization of resources in the workplace would help conserve the green environment.

Green skills that include taking up responsibilities in managing energy resources, community, health, and overall environmental protection should be inculcated among employees who would make a competent workforce and a successful organization (Kamis, Alwi, Ismail, Zakaria, & Yunus, 2017). HR managers can, through interactive sessions, promote knowledge about the green practices and the significance of green decisions and behavior in the organization. Such trainings about the value of environmental management among employees can be linked to the competitive strategies of the organization and can bring organizational effectiveness and potency (Zoogah, 2011).

✤ **H02 :** There is no significant impact of green training on organizational performance.

✤ **Ha2 :** There is a significant impact of green training on organizational performance.

### Green Performance Management Practices

In measuring the overall performance management of an employee, green target should be included as a key performance indicator which would be considered during an appraisal. This would not only create awareness and improve their green learning, but shall derive the best green practices from them for the organization (Hossain & Rahman, 2016). A system of green performance metrics should be developed at first. This sound performance management system would be useful in monitoring their environmental performance (Mutingi, Mapfaira, & Monageng, 2014). Performance of the employees can be evaluated on the basis of their role in environmental management practices, that is, how they are managing the resources to make environmental management productive without compromising with its efficiency and quality (Odeyle, 2014). In the performance feedback interview, an organization should include a separate component for measuring the progress of employees in greening (Opatha, 2013).

Green information system or green audit can be used in organizations to track the environmental progress and performance standards that employees are withholding (Alfred & Adam, 2009). Green performance appraisal shall include the extent to which environmental accidents are controlled. The appraisal shall also hold the level of communication and responsibility employees take in issues of environmental concern and policies (Renwick, Redman, & Maguire, 2012). Positive feedback from managers via email would also motivate employees towards their green behavior in the organization and shall be taken into account while appraising the employee. Disincentives in the form of warning and suspension can be executed if they fail to adopt this green behavior (Mehta & Chugan, 2015).

✤ **H03 :** There is no significant impact of green performance management practices on organizational performance.

↳ **Ha3 :** There is a significant impact of green performance management practices on organizational performance.

### Green Reward Management Practices

Green reward management practices play a crucial role in sustaining the performance of a firm as it motivates employees to take such initiatives. Companies declare financial as well as non financial reward pattern for their good environmental performance (Arulrajah, Opatha, & Nawaratne, 2015). It would be quite decisive for organizations to design a reward system so that employees could adopt desirable behavior and attitude towards green performance (Mandip, 2012).

Green rewards can be given to employees as well as the departments for their innovative initiatives and green contribution in reducing wastes and saving energy & resources (Mishra, Sarkar, & Kiranmai, 2014). Companies should prioritize effective approach to design and implement green compensation practices that would help achieve organizations' environmental goals (Ahmad, 2015). Companies in Britain used carbon credit card and cash incentives to reward their employees to purchase hybrid cars as well as adopted new forms of reward strategies like tax exemptions to promote loaning of bicycles to employees. Employers could make the employees contribute towards greening by providing them bonus points which would add up to their bonus pay (Sriram & Suba, 2017). A variable pay can be added to the compensation system for employees exhibiting environment friendly behavior. DuPont Company long back started the 'Environmental Respect Award' program which recognizes employees who have acted positively towards environmental achievements (May & Flannery, 1995). Rewards have an effect of motivation on employees. Positive feedback and verbal praise motivates employees in exhibiting green behavior (Lanzini, 2013). It has also been identified that the support of employers and supervisors, praise letters, and plaques increase the commitment of the employees towards the green policies of an organization (Ramus & Steger, 2000).
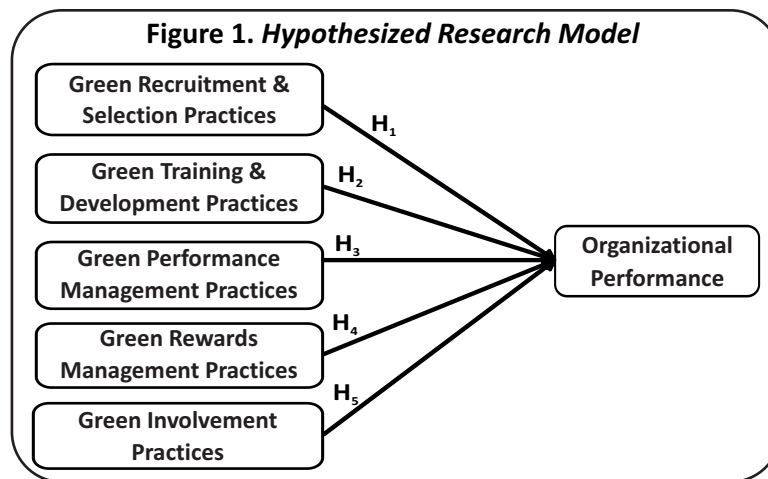
↳ **H04 :** There is no significant impact of green rewards management on organizational performance.

↳ **Ha4 :** There is a significant impact of green rewards management on organizational performance.

### Green Employee Participation / Involvement

Implementing green HRM practices has been essential for the entire organization to fully involve in getting the organization greener. Employers should make a constant endeavor to make the employees get involved in environmental activities that would elevate the financial position of the firm (Wagner, 2013). This would lead to efficient use of resources that brings forth a performance oriented workforce (Florida & Davison, 2001). By involving employees and making teams, organizations can identify green issues which need to be catered and bring probable solutions to the areas of concern. Such a participation of employees would inspire other employees to operate in a manner which would be environmentally sound (Sharanya & Radhika, 2016).

New green ideas and suggestions should be welcomed from employees to make the organization more environment friendly. It is the employees who are practically responsible for implementing a green corporate behavior. Thus, employee collaboration in green issues is required as the best ideas from them can enhance corporate efficiency. Employees should be encouraged to get involved in different ecological initiatives. Employee involvement in implementing green practices would also lead to improvement of organizational health and safety and generate a conducive organizational climate.

**Figure 1. *Hypothesized Research Model***

Green Recruitment & Selection Practices — $H_1$

Green Training & Development Practices — $H_2$

Green Performance Management Practices — $H_3$

Green Rewards Management Practices — $H_4$

Green Involvement Practices — $H_5$

Organizational Performance

✥ **H05 :** There is no significant impact of green employee participation or involvement on organizational performance.

✥ **Ha5 :** There is a significant impact of green employee participation or involvement on organizational performance.

Based on the theoretical underpinnings, a (Figure 1) hypothesized research model has been developed.

## Research Gap

The literature review has unleashed some of the important green HRM practices and issues in line with our study, but the impact of these practices on productivity and performance of an organization are not highlighted with clarity. The studies revealed varied green HRM practices which the organizations have adopted to create a renewed image. However, the influence of such practices in elevating the accomplishment of organizational goals and achieving performance standards has not been delved deep into. Thus, prior research studies limited their scope of study by limiting their exploration into the performance augmentation by green HRM practices, which has been probed into in this current research.

## Objectives of the Study

After analyzing the literature pertaining to the study and delving deep into the problem, the following objectives have been framed for the study :

**(1)** To identify the overall impact of green HRM practices on organizational performance.

**(2)** To find out which of the green HRM practices affect organizational performance the most.

## Research Methodology

The research is framed to conceptualize a workable plan (Kumar, 2014) so that the research plan can generate

utmost information and reliability of the data (Thamilarasan, 2015) and drive towards the intent of the study. The study is a descriptive research which facilitated us to extract a definite conclusion. The present study is based on primary data, which were collected from selected iron and steel manufacturing industries of West Bengal, India. The data for the study were collected through a formal questionnaire. Structured and standardized questions were framed to empirically test the hypotheses and draw inferences (Mohan, 2016). Twenty - four close ended questions were designed for better collation and tabulation of data. A 7 - point Likert scale was used to derive responses from the respondents to quantify the degree of favorableness or un-favorableness of their expressions (Kothari, 2014).

The study was conducted from January – May 2019. The study has been conducted on 15 iron and steel manufacturing companies of West Bengal. Iron and steel form a major segment of industries of West Bengal. The iron and steel industries selected for the study comprised of industries selected from among five divisions (Presidency, Medinipur, Burdwan, Malda, and Jalpaiguri) of West Bengal covering the industrial towns. The companies were chosen according to our convenience. Therefore, convenience sampling technique was used for the study, which is a non probabilistic sampling and includes selecting of samples in 'hit and miss' manner (Krishnaswami & Ranganathan, 2018). A pilot study was conducted to identify the significance and appropriateness of the questionnaire (Taylor, Sinha, & Ghoshal, 2016) and test the feasibility of the study. The questionnaire was pretested on 50 HR personnel from different iron and steel manufacturing industries of West Bengal and 40 respondents provided a positive feedback. Thus, the response rate was 80% and the Cronbach's alpha (reliability assessment) was found to be 0.776. The sample size for the study was calculated as follows :

$$SS = \frac{Z^2_{c.1} \times (p) \times (1\text{-}p)}{C^2}$$

$SS$ = Sample size,

$Z^2_{c.1}$ = Square of the confidence level in standard error units (here $Z$ value for 95% confidence interval = 1.96),

$p$ = estimated proportion of success = 80%,

$q$ = 1 - $p$, or estimated proportion of failures = 20%,

$E^2$ = square of the maximum allowance for error between the true proportion and the sample proportion.

$$SS = \frac{(1.96)^2 \times 0.8 \times 0.2}{(0.05)^2} = \textbf{245.86 = 246 (approx.)}$$

Therefore, from the above calculated formula, we find that 246 is the sample size and accordingly, 300 questionnaires were distributed to different HR personnel (GM HR, HR Manager, Strategic HR Manager, HR Officer, HR Executive) of the 15 iron and steel companies of West Bengal. We received 264 completely filled up responses. The response rate was 88%.

## Analysis and Results

### Validity Testing

To be sure of the findings and the data collected, the validity is checked. For this study, face validity, content validity, discrimination, and convergence were verified to confirm the instrument. To validate the tool, academics,

professionals, and potential respondents received the questionnaire to analyze the content. Inappropriate and potentially problematic content in the future was removed or modified. Regarding the validity of the content, the content of the questionnaire was verified and adapted with theoretical frameworks. Three questions were removed after reviewing the content to ensure the validity of the tool.

The validity of the design contains convergent and discriminant validity. There are strong correlation coefficients between the different factor variables and most of the correlation coefficient values are at higher intervals. Although there are high correlation coefficients between variables for a given factor, there is also a very weak correlation between the variable for one factor and the variable for another factor. Here, it also shows the existence of discriminant validity.

### Reliability Testing

Reliability of the data is estimated statistically through Cronbach's coefficient alpha and shows the result as 0.897 as reflected in Table 1. The coefficient value of 0.7 and above is considered as satisfactory (Bajpai, 2013). The Cronbach result is acceptable and, therefore, we proceed with the subsequent analysis.

#### Table 1. *Reliability Statistics*

| Cronbach's Alpha | N of Items |
|---|---|
| .897 | 22 |

#### Table 2. *KMO and Bartlett's Test*

| Kaiser–Meyer–Olkin Measure of Sampling Adequacy. | | .835 |
|---|---|---|
| | Approx. Chi-Square | 3287.462 |
| Bartlett's Test of Sphericity | Df | 137 |
| | Sig. | .000 |

#### Table 3. *Rotated Component Matrix*

| Variables | Factors | | | | | |
|---|---|---|---|---|---|---|
| | GRS | GT | GPM | GRM | GI/GP | PERF |
| Q5 | .855 | | | | | |
| Q9 | .731 | | | | | |
| Q16 | .717 | | | | | |
| Q18 | .698 | | | | | |
| Q22 | .652 | | | | | |
| Q1 | | .900 | | | | |
| Q11 | | .886 | | | | |
| Q15 | | .851 | | | | |
| Q19 | | .829 | | | | |
| Q21 | | .781 | | | | |
| Q3 | | | .819 | | | |

| | Factor 1 | Factor 2 | Factor 3 | Factor 4 | Factor 5 | Factor 6 |
|---|---|---|---|---|---|---|
| Q8 | | | .802 | | | |
| Q13 | | | .781 | | | |
| Q20 | | | .743 | | | |
| Q4 | | | | .916 | | |
| Q7 | | | | .865 | | |
| Q14 | | | | .837 | | |
| Q23 | | | | .771 | | |
| Q2 | | | | | .848 | |
| Q10 | | | | | .834 | |
| Q12 | | | | | .825 | |
| Q17 | | | | | .794 | |
| Q6 | | | | | | .849 |
| Q24 | | | | | | .783 |
| Variance Explained | 16.847 | 14.675 | 13.279 | 11.861 | 10.756 | 8.512 |
| Cumulative | 16.847 | 31.522 | 44.801 | 56.662 | 67.418 | 75.93 |
| Cronbach's Alpha | .894 | .903 | .913 | .879 | .886 | .911 |

**Table 4. Labeling of Factors**

| Factor 1 | Factor 2 | Factor 3 | Factor 4 | Factor 5 | Factor 6 |
|---|---|---|---|---|---|
| Green Recruitment & Selection (GRS) | Green Training & Development (GTD) | Green Performance Management (GPM) | Green Compensation & Rewards Management (GCRM) | Green Involvement (GI) | Organizational Performance (PERF) |
| Q5, Q9, Q16, Q18,Q22 | Q1, Q11, Q15, Q19, Q21 | Q3,Q8, Q13,Q20 | Q4, Q7, Q14, Q23 | Q2, Q10, Q12, Q17 | Q6, Q24 |

### Factor Analysis

The KMO measure of sample adequacy is 0.835 (shown in Table 2), which is well suited for factor analysis. It also shows that Bartlett's sphericity test is 0.000, which is quite acceptable. This means that it is useful to conduct the study.

According to Table 3, the eight components have found their own values and the total variation explained by them is 75.93%, which is more than enough to carry out the study. In Table 3, it is noted that the 24 variables are divided into six components. Here, we used the analysis of the main components for extraction and Varimax with Kaiser normalization for the rotation method.

Once the matrix was derived, we tried to label the identified factors as highlighted in Table 4.

### Regression Analysis

The five factors identified from the factor analysis are GRS, GTD, GPM, GCRM, GI / GP, and PERF, respectively. The hypotheses developed from the theoretical framework are considered and the analysis is done by using linear regression analysis. Here, organizational performance is used as a dependent variable, and the other five factors are used as independent variables.

### Table 5. *Model Summary*[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin – Watson |
|---|---|---|---|---|---|
| 1 | .711[a] | .506 | .500 | .835 | 1.760 |

***Note.***

[a.] Predictors : (Constant), *GRS, GTD, GPM, GCRM, GI*

[b.] Dependent Variable : Organizational Performance

Multicollinearity is verified by using variable inflation factor (VIF), which must be less than 3 for the acceptability interval. Here, all VIF values fall within an acceptable range and we come to the conclusion that the variables are devoid of multicollinearity.

As depicted in Table 5, 0.711 is the correlation coefficient (*R*) in Model 1. It highlights the various correlations between the independent variables and the dependent variable (organizational performance). The square value *R* explains 0.506 or 50.6%, which is quite significant.

From the coefficient Table 6, we observe that Green Performance Management (GPM) has the highest un-standardized *B* value of 0.699 with *t* - value 16.98 and *p* =.000. It signifies that GPM has a positive impact on organizational performance. The second highest influencing factor is Green Training & Development (GTD) with an un-standardized *B* value of 0.086 with *t* - value 2.227 and *p* = .027. GTD thus has a significant positive influence on organizational performance.

### Table 6. *Coefficients*[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.045 | .327 | | 3.197 | .002 | | |
| | GPM | **.699** | **.041** | **.666** | **16.984** | **.000** | **.814** | **1.228** |
| | GCRM | .019 | .025 | .028 | .776 | .008 | .972 | 1.029 |
| | GRS | .016 | .029 | .020 | .533 | .004 | .878 | 1.139 |
| | GTD | .086 | .038 | .087 | 2.227 | .027 | .822 | 1.217 |
| | GI | .016 | .030 | .019 | .536 | .002 | .986 | 1.014 |

***Note.*** a. Dependent Variable: *PERF*

Thus, the multiple regression equation can be expressed as follows :

$$Performance\ Level = 1.045 + (.699)\,X_1 + (.019)\,X_2 + (.016)\,X_3 + (.086)\,X_4 + (.016)\,X_5 \quad .......(1)$$

where,

$X_1 = GPM$,
$X_2 = GCRM$,
$X_3 = GRS$,
$X_4 = GTD$,
$X_5 = GI$.

**Table 7. *Hypotheses Results***

| Measurement Path | | | Hypothesis | Assessment |
|---|---|---|---|---|
| *PERF* | ← | *GRS* | Ha1 | Accepted |
| *PERF* | ← | *GTD* | Ha2 | Accepted |
| *PERF* | ← | *GPM* | Ha3 | Accepted |
| *PERF* | ← | *GCRM* | Ha4 | Accepted |
| *PERF* | ← | *GI* | Ha5 | Accepted |

## Findings

Green Performance Management (GPM) has been found to affect organizational performance to a great extent with an un-standardized *B* value of .669 (Table 6 & Table 7). It is through a proper and rationalized green performance appraisal and evaluation process that an employee can be judged on the issues of greening in organizations.

When an organization links performance to effort and innovations that employees bestow for environmental upgrading, the organizational operations reach a standard of superiority. Green Performance Management programs can bring environmental sustainability as all employees would strive hard to equip themselves with environmental competencies to position their performance at a high standard. Green Training & Development (GTD) shows un-standardized *B* value of .086, which is the second most significant factor that influences organizational performance. Green Recruitment & Selection (GRS) and Green Involvement (GI) have the least significant impact on organizational performance, with both having un-standardized *B* value of 0.016 each.

From Table 7, it can be observed that the all the alternate hypotheses from H1 – H5 are accepted. Green Recruitment & Selection (GRS) fetches no such notable footprint on organizational productivity and performance as apart from influences from other organizational contexts, individual factors (e.g. employees' environmental attitude) are immensely responsible for green creativity. The employees themselves shall be socially responsible to exhibit a pro environmental behavior. Companies can take up the challenge of implementing the GRS procedure and try to build up a strategic approach, but the goal of sustainable development and improvement of company performance rests on shaping of the employees' green attitude.

## Conclusion

Green HRM practices are one of the best practices which when implemented and promoted in organizations improve competitiveness as they abide by environmental standards and bring in productivity and sustainability (Cherian & Jacob, 2012). Configuring green HRM practices and utilizing HR skills in organizations would shape the business operations and lead to sustainable business with exceptional environmental performance (Das & Singh, 2016). It promotes innovation and growth in an organization along with an eco-friendly culture. When employees are involved in green practices, the management extends them further support and reinforces their strategic role and accountability. Green employee engagement and green training and development have a great impact in retaining the sustainability of the organization globally as employees understand the significance of 'green' in an organization. Green performance management engages employees to  become responsible.

On the other hand, gaining a green employer reputation and promoting green credentials help to secure environmentally conscious employees who would embed an environmental oriented culture in the organization. Such an ambience at the workplace would also develop green personal skills and help them to excel in their environmental performance. Organizations must incorporate green HRM practices and policies so that the green

goals can be accomplished by the employees with recognizable differentiations in outcomes and performance. Thus, companies should embrace green HRM practices as these make the firms not only environmentally conscious, but also would help to reap substantial benefits in the long term.

## Managerial Implications

The present era is marked by smart business strategies. Going green in business is one such strategy, which is also an effort towards sustainability. Green HRM practices, when implemented in organizations, bring a green concern among every individual (Kumar, Dhir, Talwar, Chakraborty, & Kaur, 2021). This concern evolves and invigorates a sense of responsibility in them. When employees become responsible, the mission of the organization gets prospered (Chakraborty, 2019a ; Chakraborty, 2020). Human resources, which actually are referred to as the workforce of an organization, are regarded as an asset for a firm. Thus, when these practices are infused in them, it brings development driven by fundamental environmental changes improving the interrelated processes of the organization (Chakraborty, 2019b; Chakraborty, 2019c). It not only improves branding, but provides bottom line cost savings. Walmart has reduced its environmental footprints with the help of green HRM practices that have achieved for it measurable profits. Moreover, organizations which are bringing a sustainability lens to the business build a positive employment brand as a survey done by Society for Human Resource Management (SHRM) revealed that 61% of the employees wanted to work for an environmentally conscientious company. This helps a firm to retain talent and get a green talent pool that would consequently enhance the green performance of the company.

When organizations incorporate green practices in their culture, employees show a positive attitude towards the environment and adopt green behavior. This influences their way of operations at work, and they try to reinforce activities which are valuable, irreplaceable. This becomes the main competitive advantage for a firm. Quality improvement of the environment through massive green HR practices encourages employees to change their perception towards the environment and greening. They understand the green business management practices, which not only lead to operational efficiency, but also improve employee health and the organization's reputation. The green HR practices encourage employees to innovate products and services with eco-design, which improve economic benefits and stimulate sustainability of the firm.

## Limitations of the Study and Scope for Future Research

Though the study has revealed greater insights into the issues of green HRM practices, still the research faces some limitations. The study was conducted in selected iron and steel companies of West Bengal. A much comprehensive picture regarding the effect of green HRM practices on organizational performance could have been put forward if the sample size would have been expanded. Moreover, the comparisons between the iron and steel industries of Bengal and other states could facilitate readers with a better understanding of the situation related to the green HRM practices. It is also to be noted that certain economic factors like a downfall of the real estate business has affected the iron and steel industries in adoption of the modernized green HRM practices in those companies.

## Authors' Contribution

Dr. Debarun Chakraborty generated the quantitative design for empirical investigation of the study. Methodology, formal analysis, and validation were performed by him including project administration. Wendrila Biswas was involved in conceptualization, performing the literature review, and drafting of the manuscript.

## Conflict of Interest

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# Appendix

| Factors | Q | Statements |
|---|---|---|
| *Green Recruitment & Selection* | Q5 | The job description highlights environmental responsibility to be a vital part of the job. |
| | Q9 | The induction session clarifies the role of employees in expanding the green impact programmes and initiatives. |
| | Q16 | Preference is given to candidates who have empathy towards greening and do have skills in environment management system. |
| | Q18 | The organization conducts paper free recruitment process with minimal environmental impact. |
| | Q22 | The organization tries to accentuate its green image to attract candidates having environment friendly bent of mind. |
| *Green Training & Development* | Q1 | Green skills are inculcated among employees through integrated training programs. |
| | Q 11 | Issues of green awareness enhancement at the workplace are carried through training programs. |
| | Q 15 | Interactive sessions are conducted to promote knowledge about green practices and significance of green decisions. |
| | Q 19 | Sessions are conducted to instill an attitude, value, and ability among employees to support efficient utilization of resources at the workplace. |
| | Q 21 | Employees are developed to gain technical and managerial competencies to foster environmental innovation in the organization. |
| *Green Performance Management* | Q3 | Corporate wide environmental performance standards are set which employees need to abide by. |
| | Q8 | Environmental audits are done to evaluate the green performance of the employees as well as the departments. |
| | Q13 | The organization evaluates employees' job performance based on their greening initiatives. |
| | Q20 | Regular feedback is provided to employees or teams to improve environmental performance. |
| *Green Compensation and Reward Management* | Q4 | Monetary incentives are given to employees who can deliver eco - friendly performance and foster eco - initiatives. |
| | Q7 | Awards, honors, and praise rewards are given to employees those who help to design & implement green practices. |
| | Q14 | Green reward points are given to employees for their green performance which adds to their bonus pay. |
| | Q23 | Organization links environment management initiatives with promotion and career gains including green tax breaks. |
| *Green Involvement / Participation* | Q2 | Opportunities are provided to employees to participate and involve in green suggestion scheme. |
| | Q10 | Joint consultations are held with employees in solving environmental issues of the firm. |
| | Q12 | Employees are actively involved in the firm's green initiatives in fulfilling the organization's green goals and targets. |

| | | |
|---|---|---|
| | Q17 | The organization integrates employee involvement to form and experiment with green ideas. |
| *Organizational Performance* | Q6 | Adoption of green practices by employees makes them environmentally concerned and committed, which results in better corporate image and reputation. |
| | Q24 | Green practices ingrain green skills and abilities among employees which help them to achieve organizational excellence. |

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