

EXTENDED ABSTRACT

EMBRACING THE ORGANIZATIONAL SUSTAINABILITY THROUGH FRUITFUL GREEN HRM PRACTICES

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(Published 15 October 2021)

Abstract

In this 21st century, world of work is characterized by a large number of challenges and changes. Thus, ensuring the viable survival has become even more challenging for the business organization. With the contemporary contextual requirements, energizing the workplace sustainability with green initiative especially as an effort of giving an equal weight on triple bottom line has become one of the fruitful focuses when it comes to the discipline of HRM. With the stated significance of green focus, this study has basically focused on to identify the impact of selected green HRM practices in ensuring the organizational sustainability. The study is cross-sectional in nature and it has principally applied hypothetical-deductive approach keeping a minimal researcher's interference. The final sample encompasses 142 individuals of a selected organization and gathered data was analyzed using SPSS employing descriptive statistics, exploratory factor analysis, Pearson correlation and multiple regression analysis. The findings of the study revealed that the selected green HR practices possess a significant positive impact in achieving organizational sustainability. Relying on the explored findings, the present study intensely suggests to monitor the implementation of green practices which lies in the policy level in the organizations and to create a productive culture which is powered by green initiatives of the company.

Keywords: Green management, green HRM, organizational sustainability

1. Introduction

The world has become a technology driven icon. This has created a competitive nature in the business environment which on the other hand pushes the business organizations to gain competitive advantage over others in spite of its impact on the outer world. However, in today's world, the emphasis on the aspect of "sustainability" has become a critical issue face by today's business organizations (Das & Singh, 2016). Increasing the profits with the market share has become the primary motive that the business organizations are driving towards. However, the modern contextual needs have forced them to keep their attention on the environmental factors as well especially to combine them with the business processes. With this, the green concept emerged. It is important to note that, with all of these focuses, companies should consider more on the effective ways that they can practice especially when managing people at work. Unlike the traditional way of doing it, embracing the concept of "green" can be identified as one of the trending topics pertaining to HRM. David Uzzell, one of the prestigious professors of University of Surrey, stated that, "almost every organization is

striving to take their environmental impact seriously as it is beneficial not only for the environment, but also for the organization itself. It can lead to a reduction in cost, a more satisfied workforce and a more pleasant working environment” (Likhitar & Verma, 2017). Apparently, both developed and as well as in developing nations have started focusing on the environmental issues and the sustainable development (Sharma & Gupta, 2015). Thus, it is imperative for the organizations to consider more on these aspects when operating. “Follow green” or “being green” is a challenge for employees to be aware and keep a conscious mind about that (Saifulina, et al., 2020). It is apparent that there is an increasing requirement for green concept and environment management into the discipline of HRM and at the same time the HRM function can be identified as important in making the organizational culture sustainable (Rani & Mishra, 2014). Due to the heavy work pressure and achievement of set targets and objectives employees are not aware of the existence green environment. There are lack of responsibilities towards the protection of the environment for the employees at the work place. Even though the organization is engaged in conducting a lot of induction programs for the newly recruited employees, they are only providing information about their work and their responsibilities towards their job but the management fails to provide an awareness about the need to protect and preserve the environment and society.

The present study has chosen one of the leading Networks and System Integration Solution providers in Sri Lanka in Telecommunication Industry. It was apparent that, even though the management provides their workforce with a wide range of cafeteria benefits to please those workers, the overall organizational performance were not at the expected level and it was observable that the performance was decreasing daily by increasing the loss. Thus, many initiatives have taken place focusing on sustainability. Keep an equal weightage on the aspects in triple bottom line which encompasses profit, plant, and people has been identified as critical where moving with greening has reached to the top of their priority list in gaining the sustainability.

2. Methodology

Quantitative study performed distributing a questionnaire which consists of close-ended questions to get required information for Green HR Management effects from employees in the selected organization among 150 individuals of the selected organization and only 142 completed questionnaires were filed and returned marking 94.66% of a response rate. The responses were obtained using five point likert scale and Descriptive statistics and multiple regression analysis performed using SPSS in order to analyze gathered data.

3. Findings

Under the aspect of sample composition, 59.86% of the sample represented by males and when it comes to the educational qualifications, 53.52% or the majority of the sample possesses the bachelor’s degree and belongs to the age category of 26 – 35. Most importantly, more than 50% of the employees had a prior knowledge regarding the green concept and green HR practices. The Cronbach’s Alpha value was recorded greater than 0.7 confirming the reliability of the study instrument and further confirming that the data set is free from errors. Moreover, KMO and Bartlett Testing value also recorded as 0.7 indicating the sample size is considered being adequate for the study. After testing normality, researcher wanted to identify whether indicators actually measure the variables in the study. Based on Herman’s single factor analysis shows the proportions of variance accounted for by selected components. Total variance explained and it should be less than 50%. In this study, it indicates the variance of 19.396%. Therefore, it is accepted. When it comes to the testing of hypotheses advanced, considering the Pearson Correlation values, it confirmed that there are significant weak positive relationships between the variables as if green recruitment and selection (.109), green training and development (0.199), green performance management and evaluation (0.381), and green compensation, pay and reward (0.319) of the company and organization’s sustainability. When it

comes to the regression analysis, based on R Square value, it has identified that green Recruitment and Selection possess 2%, T & D possess a 4%, green performance management possess 14.5%, and green compensation, pay and reward has 10.2% of an impact on organizational sustainability. In addition, the findings have been accepted lying on 95% confidence interval and considering the p-value, it has been decided that the results are significant.

4. Conclusion

As mentioned, not only the prime focus of making profits and enlarging the market share, today, the business organizations also focus on its impact on the environmental aspect as well and hence, the act of embracing the concept of “green” for many practices including HRM practices has become apparent than earlier. Organizations strive harder to become greener than ever before and have started their efforts of giving a positive influence to employees’ mind regarding the green focus. With the existing dynamic nature in the business environment, as the survival has become a challenge, companies strive harder to focus on sustainability considering their long term existence. Most of them have identified that, it can only be done by creating a value to the outside world. That is why most of the companies are becoming greener nowadays especially by embracing environmentally friendly practices mainly when managing people at work. The present study scientifically proved that certain green HRM practices as if Recruitment and Selection, Training and Development, Performance management and evaluation and compensation, pay and reward, do positively correlate with the organizational sustainability and are impacting positively. The findings provide many valuable insights for every business organization and the managers to rethink about the green HRM practices when managing people as a means of gaining the sustainability in the organizations. It is also recommended that, creating a supportive mindset of the employees also imperative and the practice should be embedded in the organizational culture. Especially during the induction process, this concept should be promoted and the importance and the related practices can be communicated through the employee hand book in case of the new blood. Moreover, the managers can change the practices compared to the conventional way of doing things, and this will reflect the behavior of the exiting staff members as well. Furthermore, benchmarking is another suggestion that the present study is highlighting where competitive or generic benchmarking can be implemented focusing on successful organizations out there who practice the concept of green.

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