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## INFLUENCE OF GREEN HRM POLICIES AND PRACTICES TOWARDS WELLBEING, SUSTAINABILITY AND ENVIRONMENTAL IMPROVEMENT

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### Abstract

These days Organizations play a crucial role in combating climate change. Green HRM can assist businesses in achieving their business objectives by serving as coordinators of sustainability goals. It empowers representatives and individuals from associations to embrace the utilization of regular assets and advance harmless to the ecosystem items. Green HRM helps businesses save money without sacrificing expertise, reduces overall costs by using electricity, water, and materials more effectively, increases employee dedication and job satisfaction, which in turn increases productivity, and cultivates a culture of caring for colleagues' well-being. The objective of the study is to identify the association among the constructs. The study employed random sampling to select 150 respondent, with data measured on a Likert scale. The researchers used SPSS for statistical analysis to ensure the accuracy and robustness of the study's results. Hence, the study's provided positive insights among the constructs and it is beneficial for the organizations growth

**Keywords:** Green HRM, Recruitment and selection, training and development, Well-being.

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### 1.1 Conceptual Framework

Human resource management practices that incorporate environmental management principles are referred to as "green HRM." Its fundamental spotlight is on how HRM arrangements and techniques add to an association's ecological plan. The idea includes using each worker to help economical practices and bring issues to light and obligation to manageability issues. Organizations can achieve improved efficiency, cost reduction, increased employee commitment, and retention by implementing green HR practices like electronic record keeping, carpooling, job sharing, remote collaboration, virtual meetings, recycling, telecommuting, online training, and energy-efficient workspaces, among other things. Green HRM has arisen as a somewhat new point in light of the worldwide ecological development. Because it aims to save energy and



reduce pollution caused by industrial and lifestyle choices, it has gained worldwide popularity. The essential objective of greening is to limit the biological effect of energy utilization and contaminations. By embracing green innovations as a component of their general systems, organizations can flourish in a continually developing world. HRM, with the support of management and employees, can ensure that businesses maintain their commitment to eco-friendly practices. Organizations play a crucial role in combating climate change. Green HRM can assist businesses in achieving their business objectives by serving as coordinators of sustainability goals. It empowers representatives and individuals from associations to embrace the utilization of regular assets and advance harmless to the ecosystem items. Green HRM helps businesses save money without sacrificing expertise, reduces overall costs by using electricity, water, and materials more effectively, increases employee dedication and job satisfaction, which in turn increases productivity, and cultivates a culture of caring for colleagues' well-being. Implementing low-cost, energy-efficient technologies can also help small businesses cut down on their energy bills.

To limit paper squander, organizations can take on web-based enrollment and choice techniques, where applicants present their applications and continues carefully. The HR division ought to guarantee that the resulting phases of the determination interaction survey candidates' ability to embrace eco-accommodating works on, following the underlying screening of CVs. During interviews, explicit inquiries can be posed to measure up-and-comers' information and obligation to ecological issues or their capacity to work inside a general vibe that consolidates corporate procedure with supportability concerns. Each candidate can be given a "green score" to evaluate them, and their scores can be compiled in a spreadsheet to rank the best candidates.

As far as the onboarding system, acceptance projects ought to be intended to incorporate new representatives into the association's way of life of natural awareness. This might entail giving new hires information and training about the company's green initiatives, advocating for environmentally friendly methods, and instilling a sense of environmental responsibility.

On the other hand, the main objectives of learning and development in organizations are to enhance employee capabilities, skills, and attitudes. In relation to environmental sustainability, leaders should provide employees with training materials that focus on this aspect. By offering such training, employees can be motivated to contribute to the success of their organizations. To facilitate environmental management training, companies can utilize digital media and web-based modules, making it convenient for employees to access the necessary information. Key elements of green training can include topics such as energy conservation, waste management, and recycling.

Performance management serves as a means to motivate employees to improve their technical skills, thereby assisting the company in achieving its goals. Incorporating sustainability targets



with specific measurements into performance evaluations can establish a greener organization. When evaluating the performance of managers, it is also valuable to consider green targets, tasks, and responsibilities. These can involve activities such as promoting environmental awareness within the organization and encouraging active participation in green initiatives.

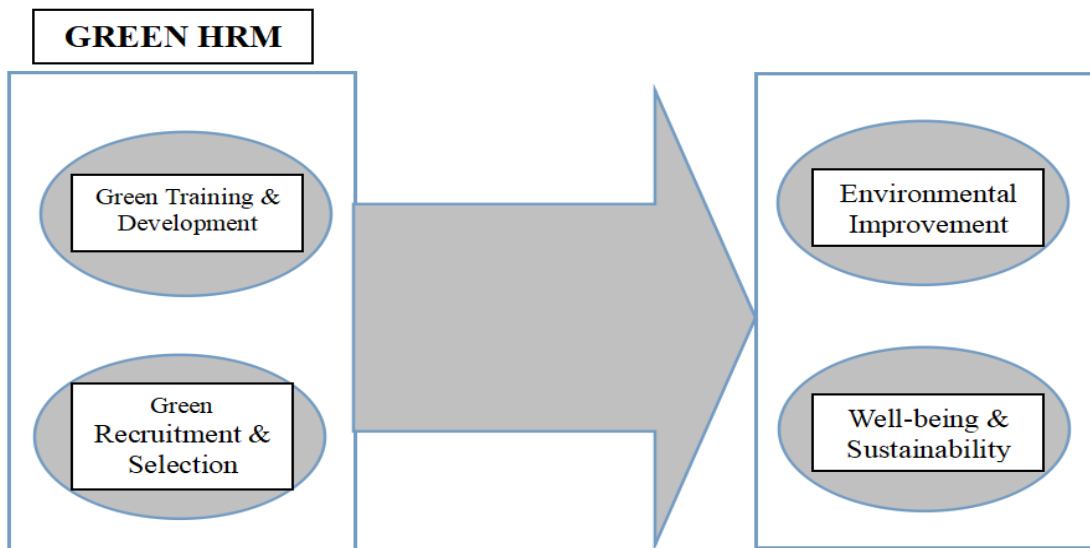
Green HRM aims to create a workforce that embraces environmentally friendly initiatives. It aligns HRM actions with green goals, encompassing recruitment, training, and development practices that prioritize sustainability. The objective is to foster a green corporate culture for economic, environmental, and social sustainability. Green HRM practices have gained popularity across various industries, driven by increasing awareness of environmental issues. It promotes eco-friendly habits and resource optimization while raising social and environmental awareness. Green HRM policies encourage conservation and enhance employee satisfaction. Overall, it aims to integrate sustainability into HRM practices, contributing to a greener society and achieving organizational goals.

Green enlistment and choice (GRS) is fundamental for associations looking for earth cognizant competitors. It guarantees the recruiting of people who focus on natural execution and have ecological awareness. Companies can boost their reputation and attract top talent by creating an environment that is friendly to the environment. Green recruitment methods help build a workforce that is committed to environmental objectives and sustainable practices. Eco-friendly practices are becoming increasingly important across all departments as businesses acknowledge the significance of environmental preservation. Human asset groups assume a significant part in driving associations towards supportability by recruiting workers who are learned about ecological issues. Organizations should demonstrate their commitment to environmental protection and incorporate their green initiatives into their brand in order to attract candidates. Green Enrollment" has arisen as a reaction to the developing meaning of ecological worries in the job market.

Green recruitment practices focus on minimizing environmental impact by adopting paperless hiring techniques and attracting candidates who prioritize environmental issues. Organizations strive to create a pro-environmental psychological environment to attract and retain top talent. Green recruitment incorporates environmentally friendly practices in interviews, showcasing the company's commitment to sustainability. It recognizes that job seekers increasingly value companies that prioritize environmental management and sustainability. Green recruitment not only helps organizations attract environmentally conscious employees but also contributes to their overall environmental goals and performance. Green training and development (GTD) plays a vital role in equipping employees with the skills, knowledge, and behaviors necessary for environmental sustainability. GTD programs aim to raise awareness, promote practical behaviors, and create an inspiring work environment. Employees learn the skills they need to

deal with environmental issues, conserve resources, and reduce waste through workshops and seminars. Employees are given the authority to actively contribute to the achievement of the organization's green goals through GTD, which fosters a culture of environmental responsibility. Carrying out green preparation and improvement rehearses brings about effective asset use, decreased squander, energy protection, and an all the more earth cognizant labor force. The principles of green human resource management, which emphasize the incorporation of environmental sustainability into HR practices, are in line with the practice of green training and development. Organizations contribute to broader sustainability goals and promote sustainable practices by investing in employees' green skills development. Employees' commitment to the green values of the company can be demonstrated by adopting environmentally friendly attitudes and actions through green training and development. This commitment not only benefits the environment but also enhances employee engagement and loyalty, ultimately driving the organization's success in pursuing sustainable development goals.

### Conceptual Model of Study



### 1.2 Literature Review

The critical discoveries of "The Greening HR Review" uncovered that a huge level of associations have incorporated natural administration rehearses into their tasks (Mysterious, 2010). According to the survey, 54% of businesses have implemented environmental management, indicating an increasing emphasis on environmental sustainability. In addition, 74% of businesses use web-based tools to cut down on travel, indicating a move toward virtual



communication and lower carbon emissions. In addition, 76% of businesses advocate for reducing paper use and implementing digital processes to minimize environmental impact. Furthermore, a commitment to employee well-being and sustainability can be seen in the fact that sixty percent of businesses have implemented wellness and fitness programs for their staff.

The study, referenced in a report distributed in DNA paper on Walk 27, 2010, likewise featured the rising number of consultancies and organizations taking drives in Green HR and the Green Development (Mysterious, 2010). Organizations like Gensol Specialists (P) Ltd., the Hyatt Rule, and id 8 Media Arrangements were referenced as instances of associations embracing a green way of life and integrating harmless to the ecosystem rehearses into their tasks.

Notably, big businesses like PepsiCo have made significant progress in cutting down on their use of water, having reduced their use by 15% (Anonymous, 2010). These results emphasize how important HR is in promoting eco-friendly business practices. When it comes to finding, training, and cultivating a green workforce that is knowledgeable about environmental sustainability, HR departments play a crucial role. Additionally, they address environmental-harmful behaviors and enforce environmentally friendly practices within the organization.

Green administration envelops more than administrative consistence; Product stewardship, pollution prevention, and corporate social responsibility are all included (Lee & Ball, 2003; Hart, 2005; Pullman and others, 2009; 2009, Siegel) Organizations can further assist in preserving limited natural resources and reducing environmental degradation by adopting new technologies (Liu, 2010; (2008) (Ozen & Kusku). Putting resources into research on new advancements empowers associations to limit their natural effect and foster items that are harmless to the ecosystem (Liu, 2010; (2008) (Ozen & Kusku).

Embracing harmless to the ecosystem HR processes adds to maintainability as well as prompts further developed proficiency and decreased costs (Mysterious, 2010). It additionally cultivates a drew in labor force that is lined up with the association's ecological objectives. Organizations are able to operate in a sustainable and environmentally friendly manner as a result of this.

With regards to overseeing individuals at work or human asset the board, the expression "green" or "greening" envelops different implications. It envelops practices and drives pointed toward incorporating ecological supportability into HR cycles and direction.

The link between environmental practices and human resource management is clarified by research on green HRM. Dunavete (2023) asserts that it is essential for businesses to employ eco-friendly HR practices throughout the process, ensuring that every step, from hiring to training and development, is carried out in a manner that is beneficial to the environment. This



lines up with the creating affirmation of the necessity for relationship to incorporate normal examinations into their overall procedures.

Green HRM rehearses decidedly affect representative natural execution and green advancement, as per concentrates on like Kuo (2022). The findings indicate that practices such as "green" compensation and incentives, "green" performance management and evaluation, and "green" recruitment and selection all have a significant impact on the outcomes as a whole. This highlights the need for businesses to implement a comprehensive set of green HRM practices in order to foster a culture of natural responsibility and encourage sustainable growth.

Darvishmotevali (2022) finds that environmental awareness moderates the effects of green HRM on pro-environmental performance when examining the relationship between leadership and green HRM. Furthermore, worker authority doesn't straightforwardly help task-related favorable to ecological execution yet can impact the impacts of green HRM on proactive supportive of natural way of behaving. This features the meaning of encouraging ecological mindfulness among representatives and adjusting administration ways of behaving to natural objectives to boost the effect of green HRM rehearses.

The effect of preparing and improvement on natural maintainability is investigated by Fapohunda (2022). According to the study, employees' commitment to the environment is bolstered and environmental awareness is positively influenced by the development of green skills through training programs. This demonstrates the significance of ongoing education and training in enhancing employees' comprehension of environmental issues and promoting environmentally friendly practices within the organization.

Martins (2021) underlines the positive effect of green enrollment on an association's presentation concerning the climate, economy, and society. The review uncovers that green enlistment's relationship with practical execution is fundamentally intervened by green execution the board and compensation. In order to achieve comprehensive sustainability outcomes, these findings highlight the significance of integrating green HRM practices across various HR functions.

Jabeen (2021) further backings the ideal effect of green HRM rehearses on workers' supportive of ecological way of behaving. According to the findings, environmental knowledge acts as a mediator between pro-environmental behavior and recruitment and selection. This recommends that advancing ecological information among representatives can upgrade their commitment to harmless to the ecosystem ways of behaving.

Yafi (2021) investigates how environmental performance is affected by green training and incentives. The review uncovers a critical effect of green preparation on natural execution, with the affiliation being directed by representatives' green skill and thought processes. This features



the significance of fostering workers' abilities and inspiration to drive naturally mindful activities inside the association.

A conceptual model presented by Amrutha (2020) suggests that the connection between social sustainability and green HRM practices is mediated by employee green behavior at work. The study emphasizes the significance of taking into account health, wellness, and well-being, as well as social fairness, in green HRM initiatives that have the potential to contribute to the overall sustainability of organizations. Therefore, the studies that were looked at all make a contribution to our comprehension of green HRM by emphasizing its influence on environmental performance, employee behavior, and the sustainability of organizations. To effectively promote environmental responsibility and achieve sustainable outcomes, these findings highlight the need for organizations to adopt comprehensive and integrated approaches to green HRM, including recruitment, training, leadership, and incentives.

"Green HRM Practices and Sustainable Performance:" is the title of their study. Pooja Saini and Rakesh Dhar investigated the impact of Green HRM practices on sustainable performance in their 2021 study "A Study of Mediation." They found that the execution of Green HRM rehearses impacts practical execution, incorporating both social and ecological perspectives. The study emphasizes the significance of incorporating Green HRM practices into organizations to improve sustainability outcomes.

Another review named "Green HRM Practices and Ecological Supportability: Asha Satpathy and Alok Kumar Pramanik's 2020 study, "The Role of Employee Green Behavior as a Mediating Factor," investigated the connection between green HRM practices and employee green behavior and its subsequent contribution to environmental sustainability. The results show that green HRM practices have a significant impact on employee behavior toward environmentally friendly actions, which contributes to the sustainability of the environment as a whole. Through the implementation of Green HRM practices, the study places an emphasis on employee behavior as a driving force for environmental improvement.

In 2020, Muhammad Fahad Bin Muzaffar and Khalid Zaman published a research titled "The Impact of Green HRM Practises on Environmental Performance: The Mediating Role of Green Employee Capabilities." Their research found a link between Green HRM practises and improved environmental performance. Furthermore, the study highlighted green employee capabilities as a mediating function, showing that the development of employee skills and knowledge through Green HRM practises mediators the association between Green HRM practises and environmental performance. This emphasises the significance of developing green personnel capabilities in order to achieve environmental development inside organisations.



A review led by Omar Yasser Al-Ababneh and Khadijah Ahmad Saad in 2019, named "The Job of Green HRM Practices in Improving Ecological Execution," zeroed in on the effect of Green HRM rehearses on natural execution. They found that green HRM practices improve environmental performance, particularly in areas like pollution control, energy efficiency, and waste management. Green HRM practices play a significant role in encouraging organizations to improve their environment, according to the study.

### **1.3 Rational of Study**

The explanation of the study revolves around the implicit benefits of enforcing Green HRM programs and practices in associations. Green HRM programs and practices aim to produce a work terrain that promotes hand well- being and contributes to sustainability and environmental enhancement. By integrating Green HRM programs and practices, associations can prioritize well- being by fostering a healthier and further sustainable plant. These programs and practices encompass colorful enterprise similar as enforcing environmentally-friendly office practices, reducing energy consumption, promoting waste reduction and recycling, and encouraging sustainable transportation options. By espousing these practices, associations can minimize their environmental footmark and contribute to environmental preservation. likewise, Green HRM programs and practices can also enhance hand well- being by creating a conducive work terrain that prioritizes health and sustainability. For illustration, enterprise like promoting work- life balance, supporting hand heartiness programs, and furnishing openings for professional growth and development can ameliorate hand satisfaction and overall well- being. In addition to hand well- being, Green HRM programs and practices can increase sustainability mindfulness among workers. By incorporating environmental considerations into HR strategies, associations can raise workers' knowledge about environmental issues and encourage them to borrow sustainable actions both inside and outside the plant. This heightened environmental mindfulness can lead to more environmentally responsible conduct and choices, contributing to overall sustainability sweats.

Overall, the study highlights that by integrating Green HRM programs and practices, associations can produce a work terrain that prioritizes hand well- being, promotes sustainability, and contributes to environmental enhancement. By fostering a culture of sustainability and incorporating environmentally friendly practices into HR strategies, associations can establish a positive impact on well- being, sustainability, and environmental preservation.





## 1.4 Objectives of Study

- To study the green HRM policies and practices.
- To know the relationship among Recruitment and Selection, well-being, sustainability and environmental improvement.
- To study the relationship among Training and Development, well-being, sustainability and environmental improvement.
- To find out the green Recruitment and Selection and Training and Development impact the environmental improvement.
- To find out the green Recruitment and Selection and Training and Development impact the well-being, sustainability

## 1.5. Hypotheses of the Study

- $H_0$ : There is no statistical significant relationship among Green Recruitment and Selection, well-being, sustainability and environmental improvement.
- $H_1$ : There is a statistical significant relationship among Green Recruitment and Selection, well-being, sustainability and environmental improvement.
- $H_0$ : There is no statistical significant relationship among Green Training and Development, well-being, sustainability and environmental improvement.
- $H_2$ : There is a statistical significant relationship among Green Training and Development, well-being, sustainability and environmental improvement.
- $H_0$ : Green Recruitment and Selection and Training and Development do not impact the environmental improvement.
- $H_3$ : Green Recruitment and Selection and Training and Development impact the environmental improvement.
- $H_0$ : Green Recruitment and Selection and Training and Development do not impact the well-being, sustainability
- $H_4$ : Green Recruitment and Selection and Training and Development impact the well-being, sustainability



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## **2 Research Methodology**

### **2.1 The Study**

This is both a descriptive and exploratory study. Descriptive research focuses on advancing knowledge or addressing a current issue through data collecting; it depicts the behaviour of a sample group. Exploratory research is a technique approach that looks at research issues that have not before been thoroughly investigated.

### **2.2 Sample Design**

#### **2.2.1 Population**

The population comprised all levels of personnel from various industries.

#### **2.2.2 Sample Size**

The sample size was 250 employees.

#### **2.2.3 Sample Element**

Individual employees will be used as samples.

#### **2.2.4 Sample Techniques**

The data was collected using a non-probability convenience sampling approach.

### **2.3 Tools used for Data Collection**

The information is gathered via a standardised questionnaire. Data was gathered using 5-point Likert scale statements and a rating scale of 1 to 5. Where 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree, and 5 represents strongly agree.

For this project, primary data and information will be evaluated. Primary data and information will be gathered from various respondents. The survey will be carried out using a standard questionnaire. For all factors, see Chamola, P., Bangwal, D., and Tiwari, P. (2017), Ahmad, S. (2015), and Pham, D. D. T. (2019).

### **2.4 Tools used for Data Analysis**

**Descriptive Statistics:** To summarize the data, descriptive statistics such as frequencies and percentages etc were employed.

**Reliability:** The Cronbach's alpha reliability test was employed to assess the surveys' reliability.

**Factor Analysis:** The observed data values are represented as functions of a variety of potential causes in order to determine which are the most relevant.



**Regression Analysis:** To identify relationship among independent and dependent constructs.

### 3.1 Result and Discussion

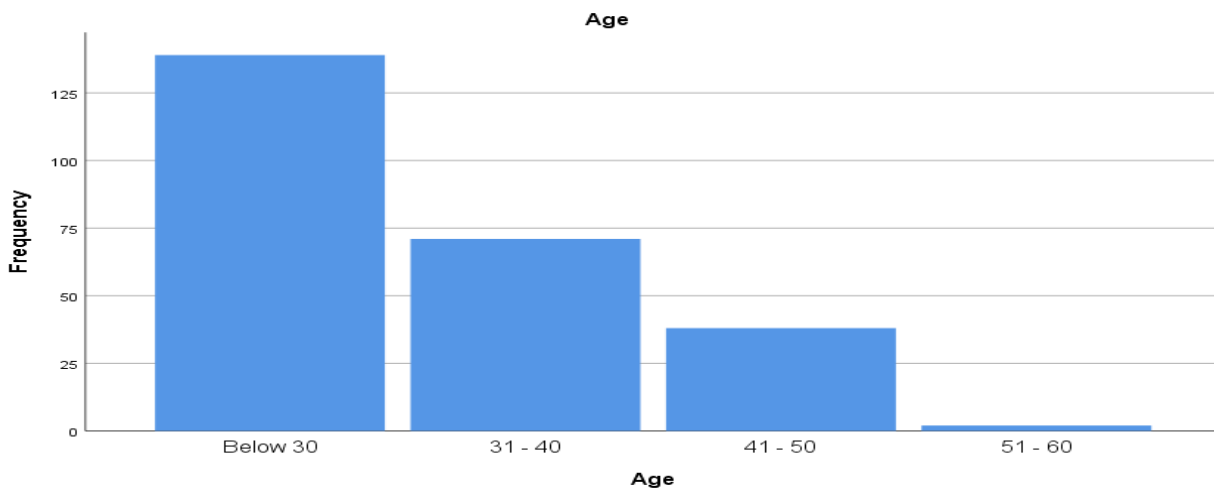
#### Descriptive Statistics

The process of summarizing and evaluating data in order to gain insights and define the major characteristics of a data collection is referred to as descriptive analysis. It entails organizing, presenting, and analyzing data in an understandable and useful manner. The goal of descriptive analysis is to produce a clear and simple description of the data, helping researchers, analysts, and decision-makers to grasp the important patterns, trends, and distributions within the data set.

**Table 1: Age of the Respondents**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	139	55.6	55.6	55.6
	31 - 40	71	28.4	28.4	84.0
	41 - 50	38	15.2	15.2	99.2
	51 - 60	2	.8	.8	100.0
	Total	250	100.0	100.0	

**Graph 1: Age of the Respondents**





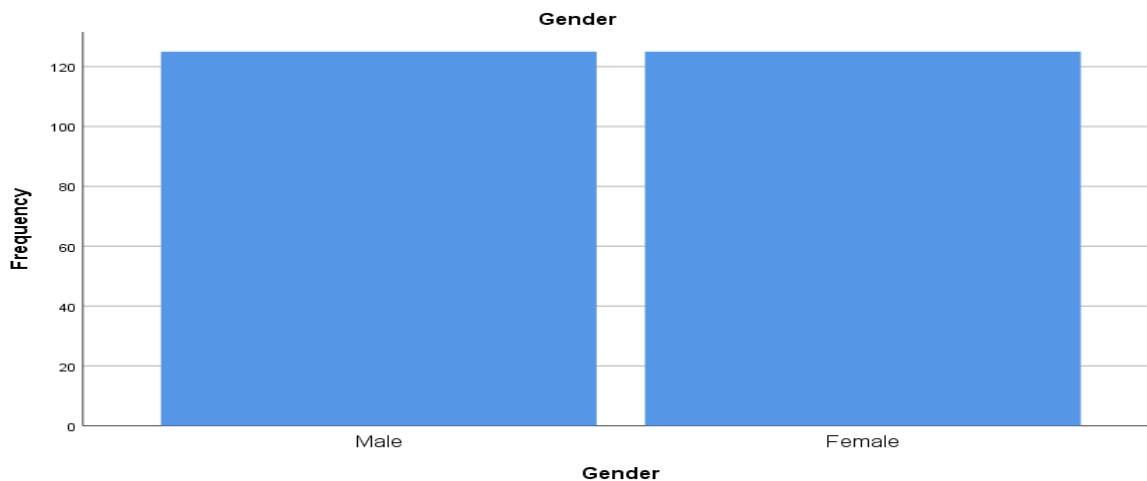
### Interpretation

From the Table No. 1, it can be said that the number of respondents from age below 30 is 139, from age 31 to 40 is 71, from age 41 to 50 is 38, and from age 51 to 60 is 2. Hence, from the above interpretation, we can say that below 30 age group respondents are more.

**Table 2: Gender of the Respondents**

		Gender		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Male	125	50.0	50.0	50.0
	Female	125	50.0	50.0	100.0
	Total	250	100.0	100.0	

**Graph 2: Gender of the Respondents**



### Interpretation

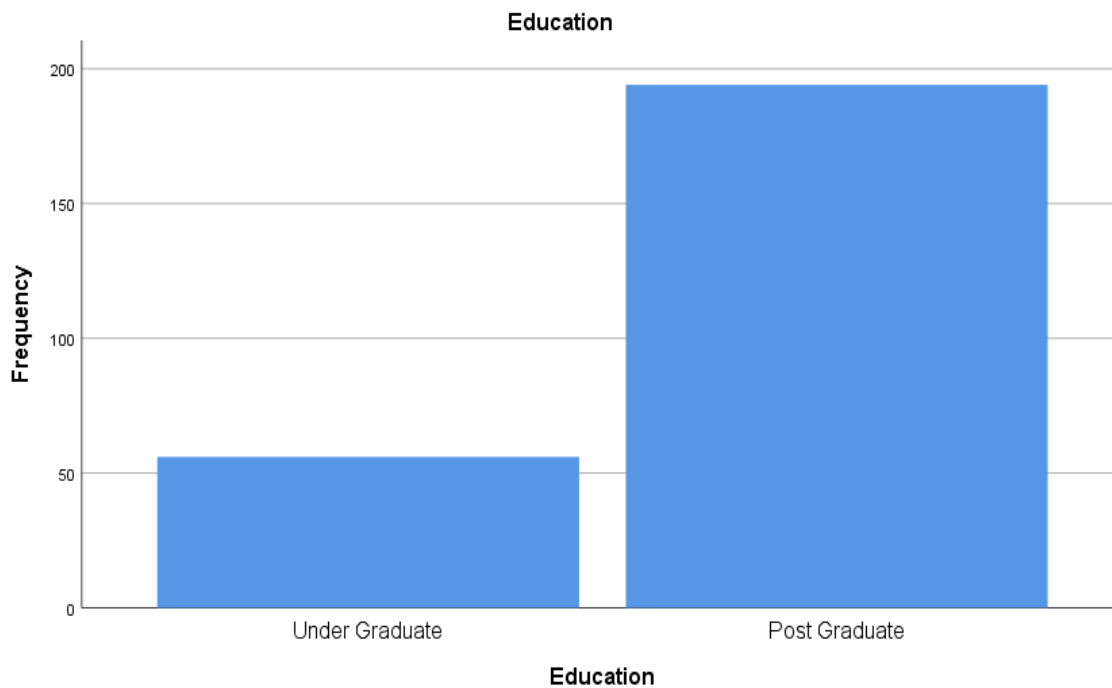
According to Table No.2, the number of male respondents is 125, and the number of female respondents is 125. As a result of the aforesaid analysis, we may conclude that male and female responders are equal.



**Table.3: Education of the Respondents**

		<b>Education</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under Graduate	56	22.4	22.4	22.4
	Post Graduate	194	77.6	77.6	100.0
	Total	250	100.0	100.0	

**Graph 3: Education of the Respondents**





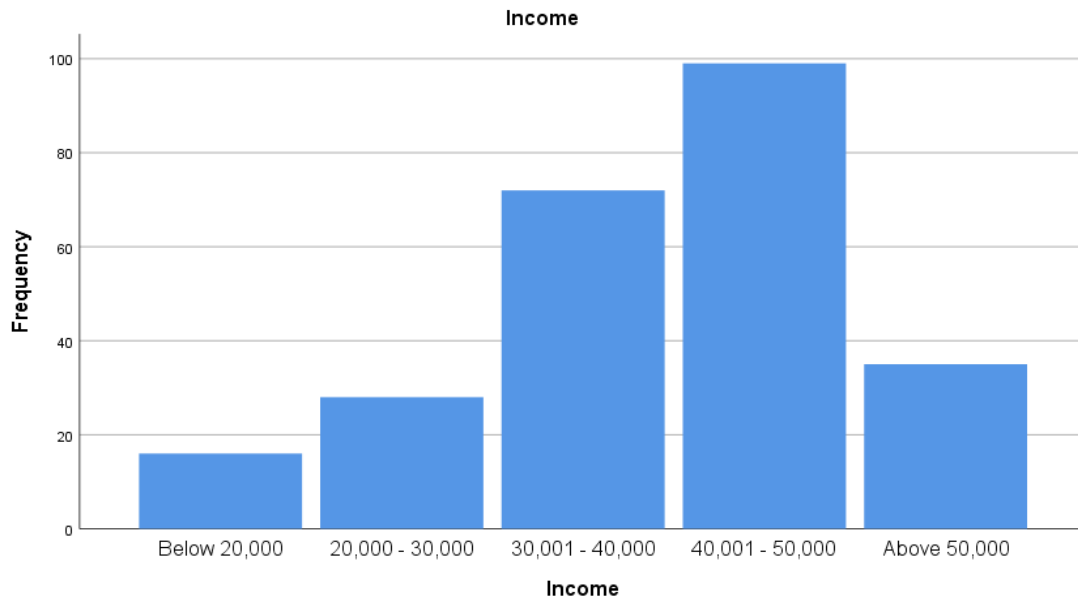
## Interpretation

From the above Table No.3, visualize that the number of under graduate respondents are 56, and the number of post graduate respondents are 194. Hence, from the above interpretation, we can say that post graduate respondents are more.

**Table 4: Income of the Respondents**

		Income		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Below 20,000	16	6.4	6.4	6.4
	20,000 - 30,000	28	11.2	11.2	17.6
	30,001 - 40,000	72	28.8	28.8	46.4
	40,001 - 50,000	99	39.6	39.6	86.0
	Above 50,000	35	14.0	14.0	100.0
	Total	250	100.0	100.0	

**Graph 4: Income of the Respondents**





## Interpretation

From the above Table No.4, visualize the number of respondents who's income is below 20,000 are 16 , number of respondents who is income from 20,000 to 30,000 are 28, number of respondents who is income from 30,001 to 40,000 are 72, number of respondents who is income from 40,001 to 50,000 are 99, and number of respondents who is income above 50,000 are 35. Hence from the above interpretation, we can say that respondents who is income from 40,001 to 50,000 are more.

## Reliability Statistics

Reliability statistics refer to measures used to evaluate the consistency and dependability of a measurement or instrument. They assess how well the data obtained from a questionnaire, test, or other tool can be trusted and provide consistent results. Common reliability statistics include Cronbach's Alpha, which measures internal consistency, and test-retest reliability, which evaluates the stability of a measurement over time.

**Table 5: Reliability Statistics Measurement**

Constructs	Cronbach's Alpha	No of items
Recruitment and Selection	0.951	5
Training and Development	0.962	5
Environmental Improvement	0.971	5
Well-being and Sustainability	0.972	5

The study incorporates several constructs to measure different aspects of Green HRM policies and practices. Recruitment and Selection, Training and Development, Environmental Improvement, and Well-Being and Sustainability are examples of these constructs. Cronbach's Alpha, a measure of internal consistency, was calculated to guarantee the reliability of these constructs. Cronbach's Alpha values of 0.951 for Recruitment and Selection, 0.962 for Training and Development, 0.971 for Environmental Improvement, and 0.972 for Well-being and Sustainability indicate high internal consistency for each construct. Based on these values, it appears that each construct's items are highly correlated and measure the same fundamental idea.



Additionally, there are five items in each construct, for a total of twenty items across all constructs. The researchers can have confidence in the consistency and stability of the measurement scales utilized in the study by establishing their reliability. This guarantees that the gathered information precisely addresses the planned develops, empowering significant examination and translation of the review's discoveries.

### Factor Analysis

Factor analysis is a statistical approach for identifying underlying elements or dimensions within observable data. By grouping relevant variables together, it helps to simplify data and identify patterns. The underlying structure of Recruitment and Selection, Training and Development, Environmental Improvement, and Well-being and Sustainability may be shown using factor analysis in this study. It can also identify how these structures are connected to one another and how they contribute to the intended objectives.

**Table 6: Factor Analysis**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.951
Bartlett's Test of Sphericity	Approx. Chi-Square	8395.482
	df	190
	Sig.	.000

To determine the acceptability of data for factor analysis, the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and Bartlett's test of sphericity are utilised. The KMO measure assesses the degree to which the variables are associated and determines if the dataset is appropriate for factor analysis. A number larger than 0.5 is typically regarded as acceptable for factor analysis. The KMO score of 0.951 in this example indicates a high degree of correlation among the variables, indicating that the dataset is acceptable for factor analysis. As a result, the data may be analysed reliably using factor analysis techniques to investigate the underlying components or dimensions of the constructs.





**Table 7: Principal Component Analysis.**

S.No	Communalities	Initial	Extraction
1	Green Recruitment and Selection aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices.	1.000	.688
2	Green Recruitment and Selection attract and hire candidates with knowledge, skills and behavior that conform to environmental management.	1.000	.775
3	Green Recruitment and Selection helps in selecting applicants who are sufficiently aware of greening to fill job vacancies.	1.000	.775
4	Green Recruitment and Selection encourage to use video conferencing, e-recruitment, e-HRM effectively.	1.000	.807
5	Green Recruitment and Selection practices online leave application and electronic slip generation system which is paperless and maintaining record electronically.	1.000	.780
6	Green Training has a significant impact on green environmental performance.	1.000	.788
7	Green training and development practices is the process for reducing wastes, efficient and effective resource utilization, conservation and preservation of energy and curtailing acts of environmental debasement.	1.000	.816
8	Green training and development is the process of equipping employees with working approaches that ensure adequate resource utilization, reduce waste, energy conservation, and environmental degradation cause reduction.	1.000	.800
9	Green training materials are available online for employee to reduce paper cost.	1.000	.802
10	There is environmental awareness one of the criteria while assessing training needs.	1.000	.854
11	Green HRM possesses environmental policies tied to its strategic planning, management and processes."	1.000	.829
12	Green HRM seeks environmental quality throughout its productive.	1.000	.841



13	Green HRM Environmentally harm-free practices are encouraged throughout the production process to sustain sustainability.	1.000	.863
14	Green HRM are the skills needed to adapt processes, services, and products to climate change and the environmental regulations and requirements related to it.	1.000	.844
15	You think recruitment team effectively identifies only those candidates who are compatible with the organization's environmental sustainability efforts.	1.000	.845
16	Green HRM is considered as the basic values of equity namely: education, quality of life, social capital, sense of place within and outside the organization.	1.000	.833
17	Green HRM provides basic needs which focus on physical aspects of society and human life, such as health, housing, and food.	1.000	.863
18	Green HRM gives the highest priority and support to social homogeneity, access to goods, within the host communities.	1.000	.866
19	Green HRM is the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society.	1.000	.874
20	Green HRM encourage conferences, workshops and seminars on different aspects of environmental sustainability and wellness of the society.	1.000	.824

Extraction Method: Principal Component Analysis.

Communalities in the factor analysis show the fraction of variation in each item that is explained by the underlying components. The initial communalities, which are all set to 1.000, imply that the underlying variables fully account for each item.

The extraction communalities, on the other hand, show the fraction of variation explained by the extracted components in each item. The factor extraction procedure is used to generate these values.

As a result, the extraction communalities range from .688 to .874, showing that the extracted variables account for a significant portion of the variance in each item. Higher extraction communalities imply a tighter connection between the item and the underlying component.

These findings indicate that elements relating to green recruitment and selection, green training and development, and green HRM practises in general are well-aligned with the underlying



determinants and significantly contribute to the overall construct. The relatively high extraction communalities suggest that these items reflect the core of their respective constructs and may be used to accurately assess them in further studies.

**Table 8: Total Variance Explained**

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.366	81.830	81.830	<b>16.366</b>	<b>81.830</b>	<b>81.830</b>
2	.577	2.887	84.716			
3	.469	2.347	87.064			
4	.391	1.954	89.018			
5	.348	1.740	90.758			
6	.267	1.334	92.092			
7	.243	1.215	93.307			
8	.201	1.005	94.311			
9	.170	.849	95.160			
10	.160	.800	95.960			
11	.142	.708	96.669			
12	.128	.642	97.310			
13	.110	.549	97.859			
14	.097	.484	98.343			
15	.083	.416	98.759			
16	.068	.342	99.100			
17	.063	.314	99.414			
18	.046	.230	99.644			
19	.045	.224	99.868			
20	.026	.132	100.000			

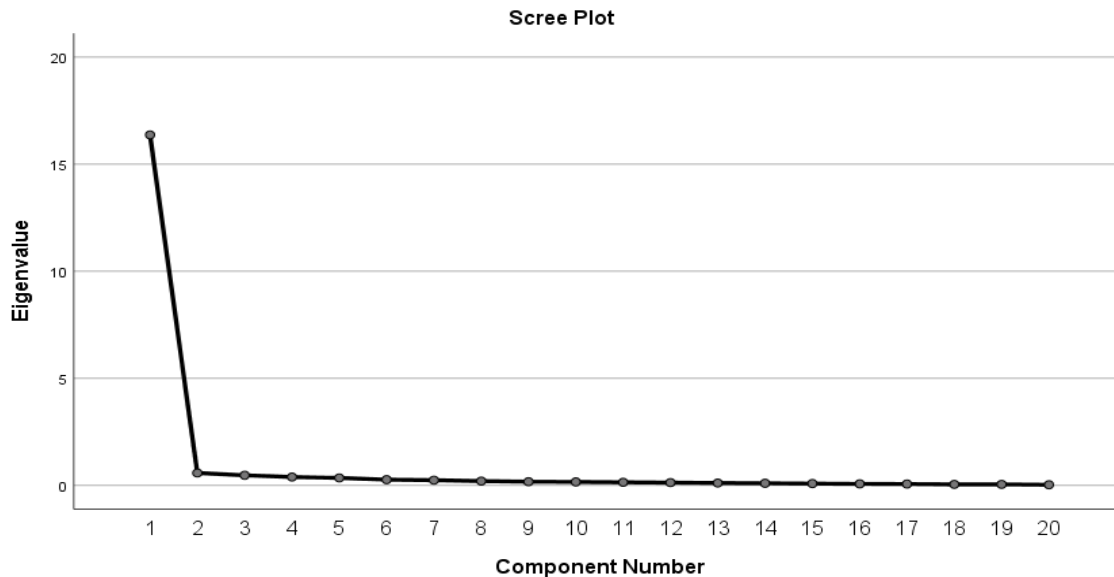
Extraction Method: Principal Component Analysis.

The information provided in Table 8, appears that only one factor was extracted in the analysis. This factor accounts for 81.830% of the variability in all 20 variables.

The column "Rotation Sums of Squared Loadings" displays the squared loadings for each variable on the extracted factor. However, because just one component was removed, the loadings are not rotated. The "Percentage of Variance" column shows how much of the overall variability in the variables can be explained by the extracted component. Factor 1 explains



81.830% of the overall variability in this scenario. It is crucial to remember that the decision to keep only one element may be influenced by the extraction criteria (such as the eigenvalue cutoff). Additional factors that did not fulfil the stated criteria were excluded from the study. Overall, the analysis suggests that Factor 1, representing the extracted factor, accounts for a substantial amount of variability in the variables examined in the study.



Based on the scree plot you provided, it appears that there is a sharp drop in eigenvalues after the first factor, and the subsequent eigenvalues decrease gradually. This suggests that there is a clear break or leveling off in the pattern of eigenvalues after the first factor.

In this case, the scree plot supports the earlier finding that only one factor should be retained, as it explains the majority of the variability in the variables. The leveling off of eigenvalues indicates that additional factors may not contribute significantly to the understanding of the underlying structure of the data.

Therefore, the scree plot confirms that retaining one factor is appropriate in this analysis, as it captures the most important information and explains a significant portion of the variability in the variables.



**Table 9: Component Matrix**

S.No	Communalities	a Component 1
1	Green HRM is the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society.	<b>.935</b>
2	Green HRM gives the highest priority and support to social homogeneity, access to goods, within the host communities.	<b>.930</b>
3	Green HRM Environmentally harm-free practices are encouraged throughout the production process to sustain sustainability.	<b>.929</b>
4	Green HRM provides basic needs which focus on physical aspects of society and human life, such as health, housing, and food.	<b>.929</b>
5	There is environmental awareness one of the criteria while assessing training needs.	<b>.924</b>
6	You think recruitment team effectively identifies only those candidates who are compatible with the organization's environmental sustainability efforts.	.919
7	Green HRM are the skills needed to adapt processes, services, and products to climate change and the environmental regulations and requirements related to it.	.919
8	Green HRM seeks environmental quality throughout its productive.	.917
9	Green HRM is considered as the basic values of equity namely: education, quality of life, social capital, sense of place within and outside the organization.	.913
10	Green HRM possesses environmental policies tied to its strategic planning, management and processes."	.910
11	Green HRM encourage conferences, workshops and seminars on different aspects of environmental sustainability and wellness of the society.	.908



12	Green training and development practices is the process for reducing wastes, efficient and effective resource utilization, conservation and preservation of energy and curtailing acts of environmental debasement.	.903
13	Green Recruitment and Selection encourage to use video conferencing, e-recruitment, e-HRM effectively.	.898
14	Green training materials are available online for employee to reduce paper cost.	.896
15	Green training and development is the process of equipping employees with working approaches that ensure adequate resource utilization, reduce waste, energy conservation, and environmental degradation cause reduction.	.894
16	Green Training has a significant impact on green environmental performance.	.888
17	Green Recruitment and Selection practices online leave application and electronic slip generation system which is paperless and maintaining record electronically.	.883
18	Green Recruitment and Selection attract and hire candidates with knowledge, skills and behavior that conform to environmental management.	.881
19	Green Recruitment and Selection helps in selecting applicants who are sufficiently aware of greening to fill job vacancies.	.880
20	Green Recruitment and Selection aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices.	.829

Extraction Method: Principal Component Analysis.

**a. 1 components extracted.**

The Rotated Component Matrix, which displays the factor loadings for each variable, concludes. The factor on which each variable was most heavily weighted. The preceding table only showed one component loaded. According to the factor, the first five subtests of environmental sustainability improvement loaded significantly.



## Correlation

Relationship examination, which estimates how changes in a single variable are associated with changes in another, will be one more significant measurement for breaking down the connection between factors. The strength and direction of the link are represented by the correlation coefficient, which ranges from -1 to +1. A positive connection shows that the two factors rise simultaneously, a negative connection shows that one variable increments while the other drops, and a connection of 0 shows that there is no relationship. Relationship investigation is often used in a few fields to comprehend connections and examples between factors. Consider incorporating reliability statistics, such as correlation analysis, into your research procedures to enhance the correctness and dependability of your data.

**Table 10 : Correlation GRS**

Correlations			Environmental Improvement	Well-being and Sustainability
Control Variables				
GRS	Environmental Improvement	Correlation	1.000	.620
		Significance (2-tailed)	.	.000
		df	0	247
	Well-being and Sustainability	Correlation	.620	1.000
		Significance (2-tailed)	.000	.
		df	247	0

## Interpretation

H0 : There is no statistical significant relationship among Recruitment and Selection, well-being, sustainability and environmental improvement.

H1: There is a statistical significant relationship among Recruitment and Selection, well-being, sustainability and environmental improvement.

Based on the information provided, it seems that the results of the study indicate a strong and positive relationship ( $r=1.000$ ) between Recruitment and Selection, well-being, sustainability, and environmental improvement. The statistical analysis further suggests that this relationship is statistically significant, with a p-value of 0.000, which is less than the accepted significance level of 0.05. Therefore, the null hypothesis (H0) is rejected, indicating that there is indeed a meaningful relationship among Recruitment and Selection, well-being, sustainability, and environmental improvement.



**Table 11 : Correlation GTD**

Correlations			Environmental Improvement	Well-being and Sustainability
Control Variables				
GTD	Environmental Improvement	Correlation	1.000	.554
		Significance (2-tailed)	.	.000
		df	0	247
	Well-being and Sustainability	Correlation	.554	1.000
		Significance (2-tailed)	.000	.
		df	247	0

**Interpretation**

H<sub>0</sub> : There is no statistical significant relationship among Green Training and Development, wellbeing, sustainability and environmental improvement.

H<sub>2</sub>: There is a statistical significant relationship among Green Training and Development, wellbeing, sustainability and environmental improvement.

Based on the information provided, it appears that the results from Table No. 11 suggest a strong and positive relationship (r=1.000) between Training and Development, well-being, sustainability, and environmental improvement. The statistical analysis indicates that this relationship is statistically significant, with a p-value of 0.000, which is less than the accepted significance level of 0.05. Therefore, the null hypothesis (H<sub>0</sub>) is rejected, indicating that there is indeed a significant relationship among Training and Development, well-being, sustainability, and environmental improvement.

**Regression**

A strong statistical method for finding the connection between dependent and independent variables is regression analysis. It allows us to anticipate and evaluate the impact of changes in independent variables on the dependent variable. Regression analysis is commonly used. Many areas utilise it for modelling and prediction. It also helps to understand the correlations between various factors. Using regression analysis, we may make precise choices and observations based on the data we have collected.





**Table 12: Regression Analysis (GTD, GRS on Environmental Improvement)**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.811	.809	.35781

a. Predictors: (Constant), GTD, GRS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.613	2	67.807	529.624	.000 <sup>b</sup>
	Residual	31.623	247	.128		
	Total	167.236	249			

a. Dependent Variable: Environmental Improvement

b. Predictors: (Constant), GTD, GRS

**Interpretation**

H<sub>0</sub>: Green Recruitment and Selection and Training and Development do not impact the environmental improvement.

H<sub>3</sub>: Green Recruitment and Selection and Training and Development impact the environmental improvement.

Based on the information provided, Table No. 12 indicates that there is a high degree of correlation between the variables. The R value of 0.901 suggests a strong positive correlation. Additionally, the R<sup>2</sup> value of 0.811 indicates that 81.1% of the variance in the dependent variable, which is Environmental Improvement, can be explained by the independent variables. Furthermore, the Anova table suggests that the regression model, which predicts the impact of Green Recruitment and Selection (GRS) and Green Training and Development (GTD) on Environmental Improvement, is statistically significant. The p-value of 0.000 is less than the accepted significance level of 0.05, leading to the rejection of the null hypothesis (H<sub>0</sub>). This means that the regression model is effective in predicting the impact of GRS and GTD on environmental improvement.

In summary, the results indicate a strong correlation, a high proportion of explained variance, and a significant impact of GRS and GTD on environmental improvement.



**Table 13: Regression Analysis (GTD, GRS on well-being and sustainability.)**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 <sup>a</sup>	.848	.847	.31705

a. Predictors: (Constant), GTD, GRS

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.915	2	69.457	690.965	.000 <sup>b</sup>
	Residual	24.829	247	.101		
	Total	163.744	249			

a. Dependent Variable: wellness

b. Predictors: (Constant), GTD, GRS

### Interpretation

H<sub>0</sub>: Green Recruitment and Selection and Training and Development do not impact the well-being and sustainability.

H<sub>4</sub>: Green Recruitment and Selection and Training and Development impact the well-being and sustainability.

Based on the information provided, Table No. 13 suggests a high degree of correlation between the variables. The R value of 0.921 indicates a strong positive correlation. The R<sup>2</sup> value of 0.848 signifies that 84.8% of the variance in the dependent variable, which is Well-being and Sustainability, can be explained by the independent variables.

Additionally, the Anova table suggests that the regression model, which predicts the impact of Green Recruitment and Selection (GRS) and Green Training and Development (GTD) on Well-being and Sustainability, is statistically significant. The p-value of 0.000 is less than the accepted significance level of 0.05, leading to the rejection of the null hypothesis (H<sub>0</sub>). This implies that the regression model effectively predicts the impact of GRS and GTD on well-being and sustainability.



In summary, the results indicate a strong correlation, a high proportion of explained variance, and a significant impact of GRS and GTD on well-being and sustainability.

#### **4.1 Implications of study**

- **Enhanced Well-Being of Employees:** Carrying out Green HRM approaches and practices can add to further developed worker prosperity. Organizations can improve their employees' overall well-being and satisfaction by encouraging a healthier work environment, providing opportunities for training and development, and supporting work-life balance.
- **Sustainability of the environment:** Policies and procedures for green HRM can improve environmental sustainability. Organizations can reduce their ecological footprint and contribute to a more sustainable future by implementing environmentally friendly practices like reducing waste, conserving energy, and sustainable resource management.
- **Commitment and Engagement from Employees:** Green HRM practices can cultivate representative commitment and responsibility. At the point when representatives see that their association is focused on natural maintainability and prosperity, they are bound to feel roused, faithful, and effectively add to accomplishing supportability objectives.
- **Positive Authoritative Standing:** An organization's reputation as a socially and environmentally conscious entity can grow as a result of putting Green HRM policies and practices into action. This can draw in ecologically cognizant clients, financial backers, and expected representatives, giving an upper hand on the lookout.

#### **4.2 : Limitations of Study**

- **Limitations on Resources:** Green HRM practices may necessitate additional resources, such as investments in environmentally friendly technology, employee training programs, or infrastructure that is sustainable. Organizations, particularly those with limited resources or limited finances, can face difficulties.
- **A lack of understanding and awareness:** Representatives might have restricted mindfulness or comprehension of ecological issues and the significance of manageability. The successful implementation of Green HRM policies and practices can be hampered by ignorance. To ensure that employees fully comprehend and embrace sustainability initiatives, businesses must provide adequate training, communication, and awareness programs.
- **Sample Size and Generalizability:** The sample size and representativeness of the researcher's study may be limited. On the off chance that the review had a little example size or was led in a particular industry or geological area, the discoveries may not be generalizable to a



more extensive populace. The research findings' generalizability should be interpreted with caution.

- **Methods for Collecting Data:** Self-report measures or subjective data collection methods like surveys or interviews may have been used in the researcher's study. Response biases, such as recall bias or social desirability bias, can have an impact on the accuracy and dependability of the data collected using these methods.
- **Bias in Self-Selection:** The researcher's study may have self-selection bias, in which participants or organizations are more likely to participate if they are already interested in green practices. Organizations that have not adopted Green HRM policies and practices may be underestimating the difficulties or limitations they face as a result of this bias, which could have an impact on the findings' generalizability.
- **Control over external factors is limited:** Changes in industry regulations, economic conditions, or organizational factors unrelated to Green HRM policies and practices could have had an impact on the results, and the researcher may have had limited control over these external factors. The study's findings can be influenced by these external factors, which can introduce variables that cause confusion.
- **Dependence on Discernments and Self-Announced Information:** To assess the impact of Green HRM policies and practices, the researcher may have relied on participant perceptions or self-reported data. While discernments give important bits of knowledge, they may not necessarily in every case line up with genuine measures or real way of behaving. Future examination could consider consolidating objective measures or observational information to supplement self-revealed data
- **Limitations on the Variables:** The scientist's review might have zeroed in on a particular arrangement of factors connected with prosperity, manageability, and ecological improvement. It's possible that not all relevant factors, such as organizational culture, leadership style, or external stakeholder influences, were fully investigated. A wider range of variables could be taken into account in future studies to provide a more comprehensive understanding.

## **5.1 Conclusion**

The aim of this study was to examine the impact of green HRM policies and practices on employee well-being, sustainability, and environmental progress. The research focused on two key areas: green recruitment and selection, and green training and development. According to the study's findings, both green recruitment and selection practices, as well as green training and



development activities, have a significantly positive influence on environmental improvement, well-being, and sustainability.

This study makes an important contribution by emphasizing the need to integrate green HRM practices into organizational strategies, such as environmentally conscious recruitment and selection processes, and comprehensive green training and development programs. Companies that adopt these practices can effectively promote social, economic, and environmental sustainability. Successfully implemented green HRM policies ensure that employees are well-informed and actively involved in addressing environmental challenges, with a focus on long-term resource conservation, ecological preservation, and community well-being. These practices are crucial for achieving a more environmentally friendly future.

Finally, this study underscores the critical importance of embedding green HRM practices within organizational frameworks to establish a more sustainable work environment. By prioritizing green recruitment and selection procedures and providing substantial green training and development opportunities, companies can cultivate a workforce that is not only environmentally conscious but also actively contributes to environmental progress and overall well-being.

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