



## **GREEN HUMAN RESOURCE MANAGEMENT PRACTICE: A CONNECTION WITH SUSTAINABILITY AND BUSINESS ETHICS**

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### **ABSTRACT**

*This research explores how Green HRM practices, focusing on employee views and implementation challenges, can assist organizations in promoting environmental sustainability and ethical business practices. This descriptive study explores the impact of Green HRM on company ethics, morale, and work satisfaction by surveying workers in various industries. With a greener workplace, most employees believe that Green HRM practices boost morale, strengthen organisational ethics, and increase job satisfaction. However, there are major obstacles to the implementation of Green HRM, namely expensive start-up costs, resisting change from employees, lack of knowledge, and a general lack of support from inside the organisation. All these contribute to making the implementation of sustainable HR strategies even more difficult. Investing in training of staff, securing leadership buy-in, and enhancing policy frameworks are all strategic actions the report indicates are needed to overcome such challenges and thrive. Findings emphasize that in order for Green HRM to become successful in attaining long-term sustainability goals, there is a need to surmount implementation barriers and create an organizational culture conducive to green efforts.*

**Keywords:** *Green Human Resource Management (Green HRM), Environmental Sustainability, Business Ethics, Implementation Challenges, Eco-Friendly Work Environment,*

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## 1. INTRODUCTION

The international agenda for environmental sustainability will steer the world's progress up to 2030. This agenda is associated with the annual United Nations Climate Change Conferences, and organizations play a crucial role in ensuring that their activities meet the standards of environmental sustainability. Green human resource management (GHRM) means including eco-friendly practices in job analysis, hiring, training, performance evaluation, and remuneration. This will also encourage workers in underdeveloped countries to take part in sustainability if they are able to make sustainability-related work fit into their daily routine. Personal norms like work ethic, punctuality, honesty, respect for others, and compliance with business policies and professional standards all have a direct impact on the effectiveness of GHRM methods. Every person has their own set of norms that determine how they work, how they interact with their coworkers, and how they fit into the culture of the company as a whole.

Many studies have proven that green HRM practices play an important role in helping organisations achieve their environmental sustainability objectives. There is also a lack of context since this research only included industrialized economies like the US, UK, and Germany. From the emerging country's point of view, studies on GHRM practices in Ghana did not consider the individual employee standards and efforts on environmental sustainability activities. Looking at green HRM practices, employee personal norms, and environmental sustainability goals in developing economy organisations, previous studies from the viewpoint of human resource managers did not consider the moderating power of workers' sex. Therefore, more study is required in order to assess whether gender would moderate the link between green HRM practices and environmental sustainability, or whether employee personal norms actually mediate that link.

## 2. LITERATURE REVIEW

**Longoni et al. (2018)** filled this knowledge gap by studying the effects on environmental and financial performance of implementing environmental management in the supply chain function (GSCM) and the human resources function (GHRM). Modern society puts a premium on the



ability of companies to balance their economic, social, and environmental impacts. Systems of environmental management that improve a broad scope of environmental performance thus attract much interest from researchers, industry practitioners, and policymakers. Thus, most of the current research focuses on autonomous functional systems despite the available evidence, which shows that environmental management is best implemented through a cross-functional strategy. They are based on data collected from an Italian survey of supply chain and human resource managers from various sectors. The research provides further evidence that GHRM and GSCM work together in affecting financial and environmental performance. Our findings confirmed that GSCM is an intermediary between GHRM and performance. Researchers and managers will find our research helpful in enhancing their knowledge about the application of environmental values and principles in numerous settings.

**Ahmad et al. (2021)** explored how ethical leadership may inspire green practices in companies through the development of a model that combines environmental awareness with Green HRM. This study showed how leaders can inspire their employees to care about the environment by showing ethical leadership and developing Green HRM programs. Proved that leaders increase their organisations' sustainability efforts because they can motivate employees by imparting environmental knowledge and then apply it to human resource management processes. The influences of employee behavioral changes are besides those found where ethical leadership affected the general change in company cultures, making this workplace greener.

**Malik et al. (2021)** investigated the relationship between CSR, Green HRM, and sustainable performance, arguing that OCBE stands as a critical mediator between these three concepts. The study emphasized that CSR and Green HRM practices make a big difference in the efforts of sustainability of a company. However, what really makes a difference is when employees take initiatives and volunteer time through OCBE. According to the authors, Green HRM programs are effective when employees behave environmentally responsibly beyond their job description. This further leads to better long-term results. In order to make the green projects sustainable for a long



period of time, this research underlined the fact that organizations need to promote OCBE through strategic HRM practices.

**Zaid et al. (2018)** investigated the effect of GSCM and Green HRM methodologies on long-term efficiency through an empirical study. According to their findings, green HRM practices, such as green hiring, green education, and green engagement, are essential for helping businesses become more sustainable. These strategies increased staff dedication to sustainability and coordinated corporate objectives with green projects, which enhanced organizational and environmental performance, according to the study. Resource efficiency and waste reduction showed to improve under the influence of combined Green HRM and GSCM techniques and also enhanced performance on sustainability factors. Their studies showed that ecological management practices would be vital to achieve long-run sustainability goals.

### **3. RESEARCH METHODOLOGY**

The descriptive study investigates the perceptions of employees toward Green HRM practices and the barriers to their implementation. A systematic online survey was used to collect data, which were then analyzed through descriptive statistics, graphical representations, and frequency analysis.

#### **3.1. Research Design**

The objective of this descriptive study is to explore the attitude of employees towards Green HRM practices and the challenges companies face when attempting to implement the same. By adopting this research approach, we wanted to critically analyze the sustainability of HR practices on the organizational ethics, job satisfaction, and employee morale. This would also help in establishing the barriers and challenges when policies are implemented.

#### **3.2. Data Collection**

A questionnaire was distributed for four weeks to collect primary information. Service, manufacturing, and information technology staff members were surveyed. The respondents were selected based on their experience or familiarity with Green HRM practices to ensure findings on



the implementation and perception side. Two hundred and fifty people responded to the questionnaire. To make the results more representative of the whole, the poll made careful to include people from all levels of the company and a variety of job functions.

### **3.3. Data Collection Tool**

The major data gathering method used in this research was a structured questionnaire. Two major concerns were the focus of the design of the questionnaire: The first part of the study looked at how employees felt about green HRM, taking note of how they felt about the effect green initiatives had on their morale, job satisfaction, and the ethics of the company. The statements were rated by the respondents using a five-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree." The second part of the questionnaire focused on the barriers that organizations face in their efforts to introduce green HRM practices, such as a lack of resources, cultural opposition, and problems with policies. The survey became accessible to the target respondents through the online distribution system, which was also made to be easier to fill out.

### **3.4. Data Analysis**

It was descriptive statistics that was used to analyze the survey data. We could understand the dominant patterns involving attitudes of employees and barriers to Green HRM implementation by doing frequency and percentage analysis to assess the distribution of responses. For ease of comparison and understanding, the results were presented graphically in graphical forms such as pie graphs and bar charts. We then employed interpretative analysis to derive practical lessons such as how Green HRM boosts morale and happiness and what kind of organisational ethics it builds and what problems companies encounter in trying to implement the sustainable HR practices.

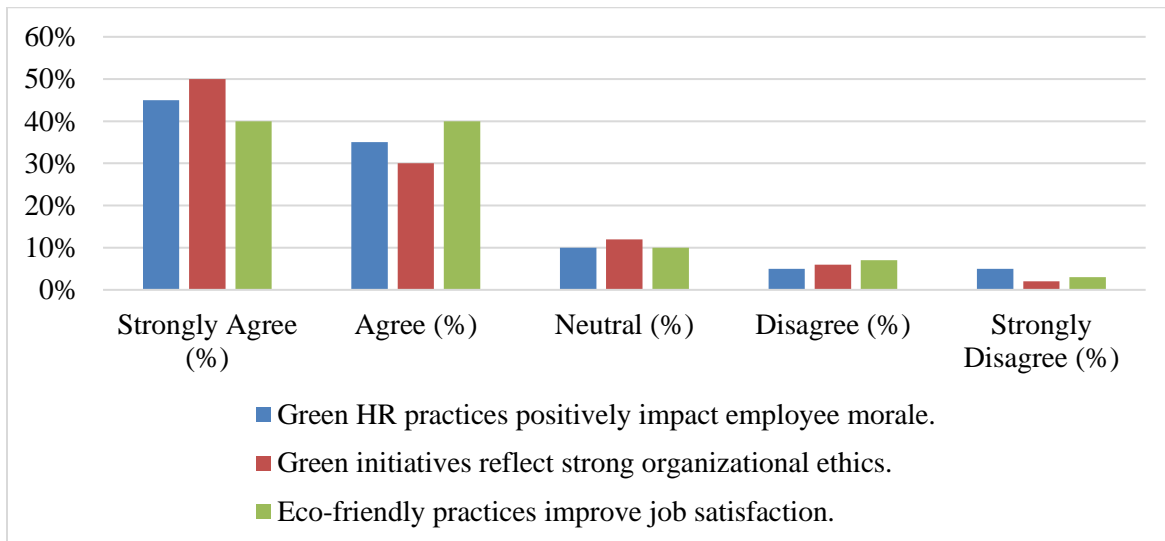
## **4. DATA ANALYSIS AND INTERPRETATION**

Table 1 illustrates the results of a survey of employees asking how they feel that Green HRM practices affect their morale, ethics at work, and happiness on the job. Three statements were

provided for the participants to check the degree of agreement with each of them by using a five-point Likert scale that ranges from "Strongly Agree" to "Strongly Disagree."

**Table 1:** Employee Views of Organisational Ethics and Green HRM

Question/Statement	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
"Green HR practices positively impact employee morale."	45%	35%	10%	5%	5%
"Green initiatives reflect strong organizational ethics."	50%	30%	12%	6%	2%
"Eco-friendly practices improve job satisfaction."	40%	40%	10%	7%	3%



**Figure 1:** Graphical representation of Employee Views of Organisational Ethics and Green HRM

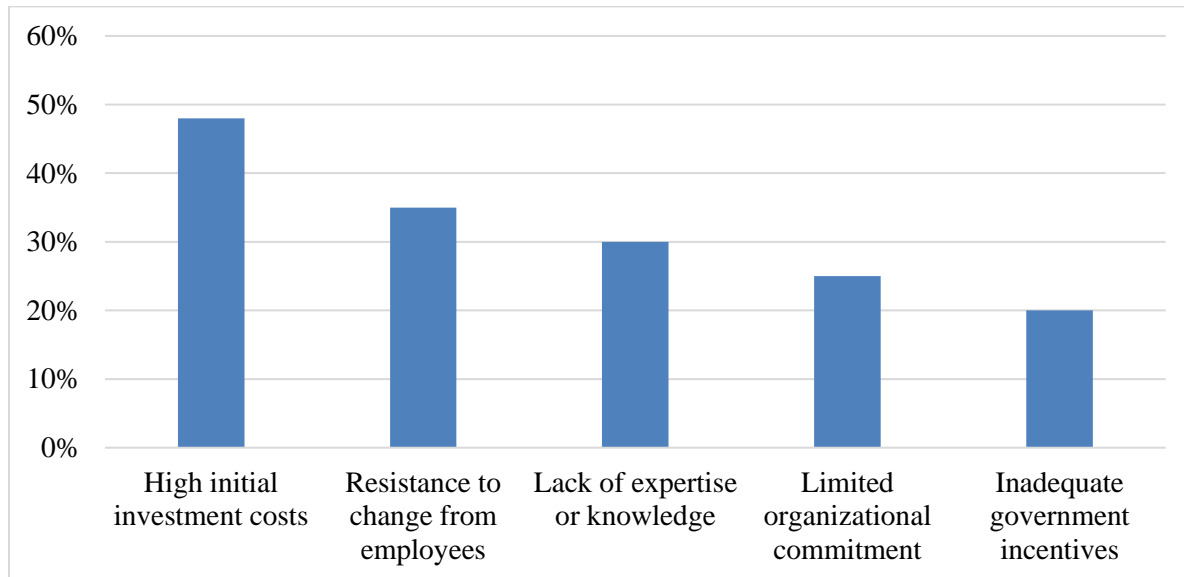


Table 1 reveals that the workers have a generally positive view of how green HRM practices have impacted many aspects of the company's activities. Eighty percent of respondents believe that green HR practices enhance morale, which demonstrates the significance of sustainable activities in fostering a motivated workforce. Employees seem to associate green practices with ethical corporate behaviors since half of the respondents strongly agree and 30% believe that green initiatives reflect high organizational ethics. Green HRM can also be used to enhance engagement and happiness in the workplace, since eighty percent of the respondents believe that eco-friendly activities increase job satisfaction. These results collectively suggest that the incorporation of green initiatives into HR policies yields a dual advantage: achieving sustainability objectives and improving the employees' perceptions about the company's values and culture.

Table 2: Key challenges that firms face in the implementation of Green HRM strategies Internal organisational resistance External policy limitations other respondents mentioned a wide range of obstacles. These findings shed light on the many obstacles that prevent ecologically responsible HR policies from being widely used.

**Table 2:** Obstacles to the Adoption of Green HRM Practices

<b>Barrier</b>	<b>Percentage of Respondents (%)</b>
High initial investment costs	48%
Resistance to change from employees	35%
Lack of expertise or knowledge	30%
Limited organizational commitment	25%
Inadequate government incentives	20%



**Figure 2:** Graphical representation of Obstacles to the Adoption of Green HRM Practices

Table 2 reveals that financial constraint is the main barrier for 48% of the respondents with regard to initial investment costs while implementing Green HRM practices. Staff resistance to change has been the second major barrier, which was expressed by 35% of the respondents. This highlights the need for effective change management strategies that need to be adopted to promote environmental activities. Moreover, 30% of the respondents claimed that they lack knowledge or experience as a barrier to implementation, which calls for education and training programs. Leadership support and policy frameworks are essential for encouraging sustainable practices since 25% of the respondents reported limited organisational commitment and 20% reported inadequate government incentives. All these results depict how complex the journey is for businesses that aim to embrace Green HRM.

## 5. CONCLUSION

This study puts the spotlight on the positive impact of Green HRM practices on organisational ethics, work satisfaction, and employee morale. In addition, it proves that efforts for the environment go in tandem with the sustainability agenda and the values of the organisation.



According to the findings, the majority of employees believe that Green HR practices foster an ethical working environment and motivated employees. Financial constraints, fear of change, ignorance, and lack of organizational commitment are some hindrances the study finds in an organization implementing effective Green HRM. To establish such sustainable practices in policies and achieve long-term environmental sustainability goals, these kinds of obstacles need to be overcome by organizations through specific tactics. These may include some investments in the training session, with support from the leadership team, and the use of policy incentives.

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