# 5. The Role of Green Human Resource Management Practices on Employee Performance: An Empirical Study on Health Care Industry of West Bengal, India.

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*Abstract:*

*Research Aims: Presently, credible companies are putting green HRM practises into practises quickly. the concept of green HRM arose in relation to environmentally friendly business practises. Employers are paying more attention to green HRM practises such 'Recruitment and Selection,' 'Pay and Rewards, 'Training and Development', and 'Performance Management and Appraisal.' This study put a lot of attention on assessing how green HRM practises affected employee performance in India's healthcare industry.*

*Design/ Methodology/ Approach- The present study emphases on responses of thirteen statements related to Green HRM from 400 respondents at all levels in various hospitals located in West Bengal, India. The hypothesized relationship between the Green HRM practices has been tested over the dependent variable of employee performance. The researcher adopted regression analysis and ANOVA to analyses the relation between the proposed variables.*

*Research Findings – The study's overall findings showed that employee performance was significantly impacted by the suggested green HRM methods. The summary of the model indicates that the model is most influenced by performance management and appraisal. The results also point to the necessity of a customised plan to boost worker performance using green HRM practises.*

*Keywords:*

*Green HRM, Recruitment & Selection, Pay and Rewards, Training and Development, Performance Management and Appraisal, Employee performance, Health care Industry*

## 5.1 Introduction:

### 5.1.1 Background Research:

The industrial sector primarily supports the Indian economy. The chemical, food processing, steel, cement, information technology, banking, and hotel industries are just a few of the numerous industries in India. These industries provide substantial contributions to the economy in a variety of ways, including through generating jobs and providing goods and services. The companies that are expanding the quickest among them create wastes that, in addition to harming the GDP, have a significant detrimental effect on the environment in relation to global warming, acid rain, and other climatic changes. Human life, wildlife, and the overall eco system will all be significantly impacted by such environmental contamination. However, the growing negative effects of pollution on our daily lives force people and businesses to embrace a range of green measures. As a result, HR managers in the firms have now implemented a number of cutting-edge "Green HRM policies." Thus, it is essential to build environmental management systems, environmental communication, and personal accountability for environmental actions.

### 5.1.2 Green Human Resource Management:

Any company that manages its personnel must conduct a variety of duties, including hiring, training, monitoring performance and pay, managing employee relations, etc. Human resource management, which deals with managing personnel, must also carry out a wide range of responsibilities. Green human resource management, on the other hand, relates to environmental issues broadly and blends environmental management with HRM (Wioletta Skibinska & Kott, 2015). Consider green HRM as a group of HRM strategies used by companies to improve the environmental performance of their workforces (Ullaand & Jahan, 2017) for another definition of the term. According to Hassan Jabbar and Abid (2016), green HRM positions make an effort to align the fundamental HRM responsibilities with a company's green management objectives. The duties entail "green" staff contacts, "green performance management," "green compensation," and "green training and development" (Opatha et al., 2014)

It also serves as a management strategy for reducing the carbon footprint of the workforce through electronic filing, carpooling, teleconferencing, telecommuting, and online training (Goswami G & Kumar R, 2015). The environmental performance of the firms will be further improved by these green human resource management techniques. Cost savings, improved public perception, a decrease in carbon emissions, and an environmentally friendly workplace are further advantages.

## 5.2. Review of Literature:

The work of Wehmeyer (1996) contained the first important investigation in the area of green human resources. According to the study, which looked at more than 100 small and medium-sized businesses in Europe, hiring is still the most important part of green HR strategies. The study came to the conclusion that effective environment management might be aided by hiring, provided that new hires are made aware of the environmental culture of

the company. Additionally, Stringer (2009) underlined that the most crucial tool for implementing Green HR practises was recruitment. However, they have mostly focused on the connection between Green HR activities and employer branding campaigns. Tulasi Das and Sreedhar Reddy (2016) sought to understand how employees in the banking and insurance industries felt about green HRM practises and how that felt in connection to employees' demographic characteristics.

The analysis of variance (ANOVA) result showed that respondents' levels of education had a substantial impact on respondents' opinions of green HRM practises among employees. Employee perceptions of the adoption of green HR practises in the IT organisation were examined by Surineni Kamalakar Rao and S. Chandra Mouli (2017) and discovered that strategies like green employee engagement, green recruitment, and online training programmes could help the IT organisation become more sustainable.

Another study was conducted by Ayeswarya R.B. (2017) to ascertain how Green HRM practises affect businesses. The banking industry was the subject of this study. The factors identified by the factor analysis support the notion that resource conservation, encouragement, and environmentally responsible production all contribute to Green HRM practises. Franklin John.S., Nilufar, and Sathiq.P. (2018) examined bank workers' knowledge of green HR practises and their degree of job satisfaction.

According to the study's findings, the majority of participants had heard of green HRM. The study revealed a strong link between green HRM practises including paperless hiring and interviewing, green teamwork, and the inclusion of environmental knowledge in recruitment and induction courses, and job happiness. In a study published in 2019, Varma K et al. identified the characteristics of green human resources practises and assessed the impact of employee organisational commitment on those practises.

The results of the correlation and regression analysis show a connection between organisational commitment and CSR and other green HRM practises. Purushottam et al.'s (2018) study in the health sector sought to understand how Green HRM practises affect employee performance. During her investigation into the use of GHRM practises in the Indian automotive industry, Chowdhury Richa (2019) found a significant correlation between employee green behaviours and GHRM practises

## 5.3. Research Gap:

Green HRM practises are already being quickly embraced by businesses. This phenomenon has a variety of purposes. The use of Green HRM methods is not restricted to just one area of HRM activities. When communicating the recruitment message, the organisations are open about their environmental performance. Additionally, it has been noted that organisations sought to fill job openings with environmentally conscious individuals.

The firms are integrating green HRM practises into performance management processes by using environmental audits and environmental management information systems (EMIS). The organisations have adopted HRM techniques in all areas, including pay rewards, employee relations, and training and development Renwick et al (2008).

According to a thorough examination of the literature, research has been done on these aspects of green HRM practises rather than employee productivity. But there is no comprehensive study over the impact of employee green behaviour which reflects on the employee performance.

### 5.4. Conceptual Model Development of the Study:

The researcher prioritised Green HRM practises over Employee Green Behaviour and Employee Performance. So, we have framed a conceptual model to carry out the research. The conceptual model is presented in below:
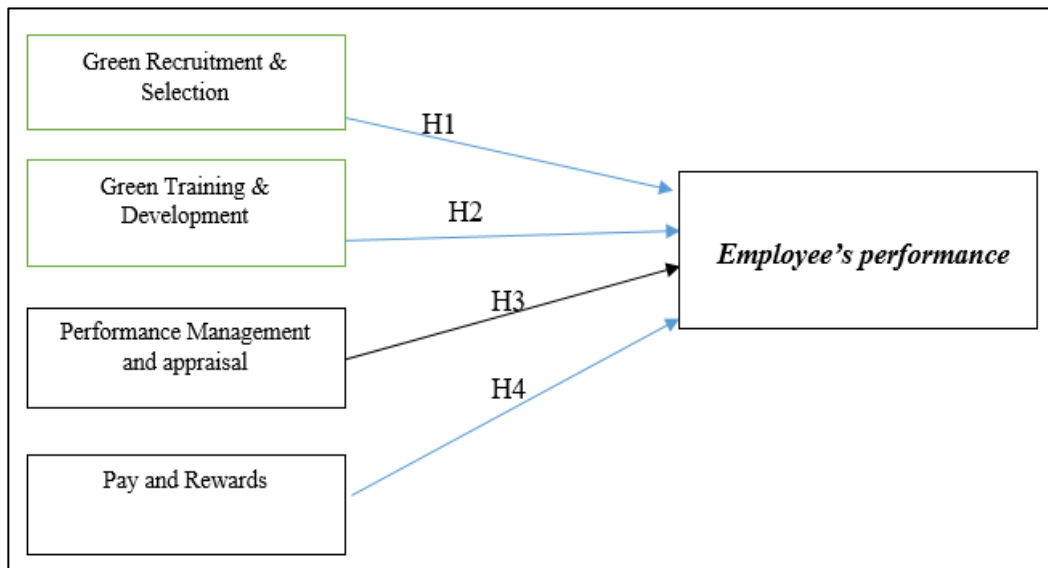


Source: Authors

### 5.5. Aims of the Research:

To gain insight into how green HRM practises affect employee performance in the healthcare industry.

### 5.6. Data Analysis & Findings:

The dependent variable utilised to assess the potential relationship between Green HRM practises and employee performance.

We have adopted stepwise forward Regression Analysis to analyses the relation between the proposed variables.

The following table: 5.1 represents the model summary of the Green Human Resources Management practices over the Employee's Performance.

**Table 5.1: Model Summary of the Green HRM Practices over Employee Performance**

| Model | R | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| 1 | .620a | .391 | .963 |
| 2 | .678[b] | .441 | .916 |
| 3 | .699 | .476 | .885 |

*a. Predictors: (Constant), Performance Management and Appraisal b. Predictors: (Constant), Performance Management and Appraisal, Pay and Rewards c. Predictors: (Constant), Performance Management and Appraisal, Pay and Rewards, Recruitment*

The model summary revealed that the performance management and appraisal have its impact in the model as its value of $R^2$ is found to be .392; the $R^2$ value is increased to .453 of performance management and appraisal and pay and rewards.

Also, the results revealed that the variables of performance management, pay and rewards and recruitment have the impact of. 488.with the standard errors of the models of 0.963, 0.916 and 0.885 respectively.

**Table 5.2: ANOVA of Green HRM Practices Impact Over Employee Performance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 415.92 | 1 | 415.92 | 456.28 | .000[b] |
| | Residual | 685.90 | 754 | .940 | | |
| | Total | 1101.82 | 755 | | | |
| 2 | Regression | 482.58 | 2 | 256.27 | | |
| | Residual | 619.24 | 753 | .828 | 288.40 | .000[c] |
| | Total | 1101.82 | 755 | | | |
| 3 | Regression | 494.24 | 3 | 175.18 | 206.58 | 000[d] |
| | Residual | 607.58 | 752 | .811 | | |
| | Total | 1101.82 | 755 | | | |

*a. Dependent Variable: Employee Performance b. Predictors: (Constant), Performance Management and Appraisal c. Predictors: (Constant), Performance Management and Appraisal, Pay and Rewards*

*d. Predictors: (Constant), Performance Management and Appraisal, Pay and Rewards, Recruitment*

The variance analysis for the three developed models was shown in table: 5.2. The F-value of model: 1 is found to be 456.28 and the significant value is found to be 0.000.

The F-Value of model: 2 is found to be 288.40 and the significant value is found to be 0.000. The third model of the analysis disclosed that the F-Value is found to be 206.58 and the significant value is found be 0.000.

**Table 5.3: Coefficient Summary of Green HRM Practices over Employee's Performance**

| Model | | Unstandardized Coefficient | | Standardized Coefficient Beta | t | Significant |
|-------|---|---|---|---|---|---|
| | | B | Std Error | | | |
| 1. | (Constant) | -0.046 | 0.250 | --- 0.610 | -0.181 | 0.857 |
| | Performance | 0.924 | 0.044 | ---- | 2.126 | 0.000 |
| | Management (Constant) | -0.973 | 0.259 | 0.466 | -3.753 | 0.000 |
| 2. | Performance | 0.706 | 0.0408 | 0.286 | 14.786 | 0.000 |
| | Management Pay & Rewards | 0.386 | 0.043 | 0.286 | 9.001 | 0.000 |
| | (Constant) | -0.949 | 0.256 | --- | -3.705 | 0.000 |
| 3. | Performance | 0.544 | 0.059 | 0.360 | 9.443 | 0.000 |
| | Management Pay & Rewards | 0.348 | 0.043 | 0.257 | 8.032 | 0.000 |
| | Recruitment | 0.298 | 0.043 | 0.174 | 4.563 | 0.000 |

*a. Dependent Variable: Employee Performance*

The beta coefficient summary of the derived models is explained in table: 5.3. The beta coefficients are found to be 0.924, 0.706 and 0.544 respectively. The t-values of the models are 24.126, 14.786 and 9.443 respectively. The p-values of the models are found to be 0.000, 0.000 and 0.000 respectively.

The coefficient summary derived three regression equations as follows:

Employee Performance (Y) = -0.046 + 0.924 (Performance Management & Appraisal) -----**1**

Employee Performance (Y) = -0.973 + 0.706 (Performance Management & Appraisal) + 0.386 (Pay and Rewards) ……………………………………………………………**2**

Employee Performance (Y) = -0.949 + 0.544 (Performance Management & Appraisal) + 0.348(Pay and Rewards) + 0.298 (Recruitment) …………………………………… **3**

## 5.7. Conclusion:

The study's overall findings showed that employee performance was moderately impacted by the key elements of green HRM practises like Recruitment & Selection, Pay and Rewards. Training and Development and Performance Management and Appraisal.

Also, it has been observed that while implementing GHRM practises, HR strategists in healthcare organisations must preserve the aforementioned characteristics. Employees have been found to adopt green HRM techniques. The findings also highlight the necessity for an approach that is specifically tailored to enhancing employee performance through Green Human Resource Management techniques. The significance of GHRM methods and its connections to enterprises are revealed by the current study. The report also issues a warning that further empirical research is required in the Indian setting, where Green Human Resource Management practises and functions are important. Additionally, the study cautions that more empirical research is necessary to fully understand the practises and roles of GHRM in the Indian context.

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