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Abstract
The Purpose of this paper is to study the relationship between the ways in which green human resource management initiatives were carried by hospital industries in Northern Kerala within different green human resource management practices towards environmental performance and green behavior. The study is based on primary data collected from 100 respondents from different levels of their management. Correlation analysis was used to study the impact among the items. The results of the study suggest that all the green human resource management practices like green training and development, green reward and compensation, green performance appraisal and green promotion have significant correlation to environmental performance and green behavior. The research will give an insight to organizations to know the importance of green human resource management practices in their organizations. This paper was an effort to know the concept of green human resource management, various green human resource management practices, its impact on environmental performance and green behavior.

Keywords: Green Human Resource Management, Green HRM Practices, Environmental Performance, Employee Behavior,
Introduction:

Human resource department of an organization plays a significant role in developing a company’s sustainability Harmon, Fairfield, Wirtenberg (2007). Green management can be understood as the ways how an organization manages its environment by adopting various strategies in it (Lee 2009). This particular concept includes practices like green recruitment, green selection, green training and development, green performance appraisal, green reward and compensation. These practices have to be managed effectively (Cherian and Jacob 2012). It is vital for to understand how these hospital organizations are managing these practices in their areas. For the hr. managers, the core issue in the organizations would be to work with the various practices that develop environmental performance and green behavior of their employees. A detail study is required to know the manner in which the green hrm practices are considered within in the various practices and how these practices are managed within these organizations. In this particular study an effort is made to know the relationship between green human resource management practices, environmental performance and green behavior of the employees. The study will help the decision makers of the organization to understand green human resource management and its various practices for making environment conscious and green behavior of their employees. Objectives of the research are

- To study the impact of Green HRM on organizations environmental performance.
- To study the impact of Green HRM on employees’ green work place behavior

Literature Review

Green Human Resource Management and Environmental Performance

People and their harmful practices have spoiled the environment and there by the business organization (Ones and Dilchart 2012). Green human resource management functions if adopted by organizations will create an environment friendly atmosphere( Cherian & Jacob 2012). It is the responsibility of hr professional along with the support of employees to protect the environment (Sathyapriya 2013). Various environmental friendly practices can be applied in hrm to make environment friendly (Ahmad 2015). According to Cherian and Jacob (2012) the organization if they are integrating human resource practices with the environmental policies then their performance will be positive. Also Renwick (2013) pointed that if organizations are not involving their employees in ecological activities, then it will affect the performance of organization towards their environment. But later Masri & Jaron (2017) pointed out that now many organizations are focusing very effectively towards the protection of their environment through their employees.
Green recruitment and selection is considered to be one of the best hrm practices to introduce the green hrm proposal to the candidates. These days one of the difficult tasks faced by hr people are to hire and retain the talented people Sudin (2011). Many organizations are now trying to keep themselves environmental friendly. It could help them to get the candidates who are serious about the environment and sustainability. This will help the organizations to achieve their target towards environmental performance. Masri & Jaroon (2017).

Green training and development is also considered to be one of the important hr practice for the growth of organization towards environmental performance. Training focused on environment is regarded as an important tool for developing human resource (Jose Chiapetta Jabour 2011). These kind of training will develop a culture among the employees in such a way that they would develop the green environmental practices like reducing of wastage, and taking a proactive approach toward environment. According to Renwick (2013) training program can include certain practices like strategies to protect the environment, to recycle the energy efficiency and safety and also waste management.

Green reward also can be included in these practices towards environment performance. Rewards can motivate, maintain and even motivate the people to analyze the need and importance of environment management Lindstorm and Vanhala (2011). One of the most important thing to keep in mind is that these rewards should integrate with the environment policies and regulations of the organizations. This will definitely promote the green capabilities of the employees. Rewards also can be seen in the form of financial and non-financial based on environmental practices like leave, gift, cash and bonuses etc.

Organizational environment performance can be understood as the practices which will create a positive impact on environment. To achieve this, organizations have to make effective environment activities. (Jackson and Seo 2010). All the studies stated that there is a positive and significant impact of different GHRM practices on organization environment practices. This also will lead to have competitive advantage over the competitors. (Paille 2014, Renwick 2013, Masri & Jaroon 2017, Ahmad 2015, Roy and Khashagir 2016, Mandip 2012).

The following hypothesis are formulated on the basis of above study

H1: All the Green HRM practices do not have a significant impact on environmental performance of the organization
H1o: All the Green HRM practices do have a significant Impact on environmental performance of the organization

**Studies on Green Hrm and Green Behaviour**

The employees are considered to be the agents of implementing the change by adopting the green policies, so the organizations should focus on changing the behavior of employees and it is to be aligned with the goals of the organization. Daily, Bishop and Govindarajulu (2009), Ones and Dilchart (2012), Ramus and Stegar (2000). In order to promote green behavior at work place organizations are practicing green human resource management. Renwick, Redman, Maguire (2013). The following hypothesis are formulated based on above studies

H2: All the Green HRM practices do not have a significant impact on green behavior of the employees

H2o: All the Green HRM practices do have a significant impact on environmental performance of the organization

**Theoretical Frame Work:** The green human resource management practices constitute green training, green reward and compensation, green performance appraisal and green promotion. Employees awareness to environmental performance and their approach to green behaviour under various green hrm practices are taken for the study

![Diagram of Green Human Resource Management](image-url)
Scope of the Study

The present study was to assess green human resource management practices, environmental performance and green behaviour of the employee’s. The study is focused on top middle and lower level of employees at hospital organization. Data was collected by stratified random sampling to select the employees from top, middle and lower level containing 3 major hospitals and a sample size of 100 employees.

Measures

The questionnaire was prepared for the employees in the hospital industry under study to measure the green HRM, environmental performance and green behaviour. The information started with the demographic profile of respondents. The second part of the questionnaire included the green HRM practices, environmental performance and green behaviour. The information related to green hrm included information about green training, green reward and compensation, green performance appraisal and green promotion. The questionnaire comprised on 30 items including seven demographic questions. Green reward and compensation is measured with six items, green training with two, green promotion with six, green behaviour with six and environmental performance with six. All the items except demographics were measured on five point scale Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly disagree=1.

Reliability and Validity of Questionnaire

The reliability of the questionnaire was done by Cronbach’s test. The values for the variables were greater than 0.7, shown in Table 1. This shows instruments are reliable and internally consistent.

<table>
<thead>
<tr>
<th>Item Name</th>
<th>No of items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green HRM Practices</td>
<td>5</td>
<td>.786</td>
</tr>
<tr>
<td>Environmental Performance</td>
<td>5</td>
<td>.800</td>
</tr>
<tr>
<td>Green Behaviour</td>
<td>5</td>
<td>.811</td>
</tr>
</tbody>
</table>

The content Validity of the instruments was done by a panel of experts including teachers and professionals in the area.
Data Analysis

Descriptive and inferential statistics was applied for the data analysis. Demographic analysis contains percentage, frequencies. Mean and standard deviation also was calculated. Correlation analysis was applied to study the impact among the variables. The hypothesis for checking the impact was significant. Out of the total 100 respondents, 34 respondents were female, while 66 respondents were male. The age group of 26 to 35 years is the most dominant in the sample under study. It is evident that the majority of the respondents of the study have attained primary level education, while graduates and post graduates are in minority. It shows that the most of the employees are having salary in between 20k to 30k. It is observed that that the highest percentage of the respondents have been in service for 1 to 5 years in the present organization whereas respondents whose length of service exceeds 16 years are in small number. It is evident that most of the respondents are in the labor category, followed by respondents of the pharmacy category.

Hypothesis Testing

Correlation Analysis

The first hypothesis in this study to check the impact of green human resource management practices and environmental performance of organization.

Table: 2 Green HRM practices and Environmental Performance

<table>
<thead>
<tr>
<th></th>
<th>GHRM</th>
<th>EVP</th>
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<tbody>
<tr>
<td>GHR</td>
<td></td>
<td></td>
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<tr>
<td>M</td>
<td></td>
<td></td>
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<tr>
<td>N</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.793**</td>
<td>.000</td>
</tr>
<tr>
<td>EVP</td>
<td></td>
<td></td>
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<tr>
<td>N</td>
<td>100</td>
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</tr>
<tr>
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<td></td>
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</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
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</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
The correlation coefficient for Green HRM practices and Environmental performance is 0.793 since the value is greater than 0.01 we can assume that there is a significant impact of green hrm practices on environmental performance of organization.

Table: 3 Green HRM practices and green behaviour

<table>
<thead>
<tr>
<th></th>
<th>GHRM</th>
<th>GB</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pearson Correlation</strong></td>
<td>1</td>
<td>.764**</td>
</tr>
<tr>
<td><strong>Sig. (2-tailed)</strong></td>
<td>100</td>
<td>.000</td>
</tr>
<tr>
<td><strong>N</strong></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**, Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient for Green HRM practices and Environmental performance is 0.764 since the value is greater than 0.01 we can assume that there is a significant impact of green hrm practices on green behavior of the employees.

**Conclusion and Recommendation**

The hospital industry in Northern Kerala is facing competition with the new entries. To face this competitive scenario, the organizations have to know the importance of green human resource management and its impact on environment performance and green behaviour. The main purpose of this paper was to study the impact of green human resource management practices and its impact on environmental performance and green behaviour of their employees. The finding from the correlation analysis says that both the environment performance and green behaviour have significant impact on green HRM practices. The results of these studies are supporting the previous studies in this area done in foreign countries Marshal 2014, Marsri & Jaroon 2014.
The results also say that the hospitals should invest more in training and development activities to have better environmental performance and develop green behaviour of their employees.

**Limitation and Future Work**

This is the first study in Northern Kerala that focuses on how green hrm practices provide environmental performance and develop green behaviour of the employees in hospital organizations. This proves our statement of literature review of green HRM, environmental performance and green behaviour of their employees in Kerala and India is little.

This study also gave an idea on how green hrm practices are needed for the environmental performance and develop the green behaviour of their employees in service sector industries like hospital organizations. This study has worked only on some category of employees in the top, middle and lower level employees and it excluded the doctors as respondents. Moreover, the future of the studies can be included these respondents and make it a larger sample size. It can also apply to other industries like manufacturing and service industries in Kerala.

**References**


