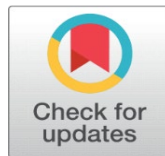


RELATIONSHIP BETWEEN GREEN MANAGEMENT AND GREEN HUMAN RESOURCE MANAGEMENT IN PROMOTING ECO-SUSTAINABLE VALUES- A TRANSACTIONAL ANALYSIS PERSPECTIVE

Rajita Mishra ¹✉, Dr. Jhuma Saha ²✉

¹Research Scholar, Mats University, Raipur, Chhattisgarh, India

²Professor, Mats University, Raipur, Chhattisgarh, India



Corresponding Author

Rajita Mishra, raj18_mishra@yahoo.com

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ABSTRACT

The present study attempted to understand the relationship between Green Management, Green HRM and their role in promoting eco-sustainable values in individuals working in Public Sector organizations. For the study individuals working in several Public sector organizations located in Raipur, CG, were approached and their responses were recorded. Results from the study indicated significant relationship between green human resource management and individual eco-sustainable values. Similarly, the responses also indicated significant relationship between green management and individual eco- sustainable values. Importantly, the study also reported significant moderation of green management on the relationship between green human resource management and individual green values. The study forwards implication for organizations followed by limitations and scope for future studies.

Keywords: Green HRM, Green Management, Eco- Sustainable Values, Public Sector Organizations



1. INTRODUCTION

Green is the new color in trend as far as Management is concerned, however, the concept of developing eco-sustainable values dates back to the Earth Summit, held in Rio de Janeiro from 3 to 14 June 1992 which was later reiterated in various further summits. It's very important to have Green management in businesses if we want to have green Earth because green business practices will ultimately lead to optimum utilization of resources with a clear view to reduce carbon footprint. It only needs a conscious approach towards all transactions including human as it is the only input which can alter its approach and can think green. Green HRM will help the organizations to reduce cost without losing their talent and speed their processes through technological advancement. Therefore, Green HRMS will not only reduce wastage by itself but also has the ability to inculcate green values in employees to go eco-friendly even in their personal life. These green values of employees will propagate through their families into the society thereby leading to

highly green valued society and thus etiquettes. The sensitivity of people towards their earth will ultimately lead to a greener tomorrow.

2. LITERATURE REVIEW

Almost every sector develops environment-friendly activities of themselves by means of different applications. Environment-friendly hybrid vehicles in automotive sector, producing papers which are suitable for recycling in paper industry, green star applications in tourism field, convenience for recycling of packing in food sector and production of environment-friendly productions can be counted as various activities which take place in green management focused environment. (Akyay Uygur, Berat Yasin Musluk, Nail Ilbey, 2015)

Defining Green: It is really necessary to define that what do we mean by GREEN in business terms. Green being a new concept in Business Management is not just color but a representation of Earth friendly approach which means being at unison with a greener Earth. It is the use of natural products and energy in a way that does not harm the environment. A company well-known for its commitment to environmental sustainability. (Oxford Learners Dictionary). The green business definition describes a company that does not make any negative impact on the environment, economy, or community. These types of businesses are

forward-thinking when it comes to human rights, environmental concerns, and related issues. Green businesses use environmentally sustainable resources and uphold socially responsible policies. (Up Council,). Therefore, the term green is nothing but the reference of eco- sustainable practices in all formats of organizations.

Green Management: Green management composes the source of clean and green technology application development sustainability of environmental science to protect natural environment and sources and sustainable development means developing present abilities of next generations who can meet their own requirements by making no compromise (Sawant et al. 2013). Green management should be in active together with environmental responsibility sense of businesses (Akatay and Aslan, 2008). The understanding of green management is a management which has ecologic importance by focusing on natural sources and environmental values. The understanding focuses on decreasing the wrecking of human power in the world and exploitation of natural sources and the sustainable development ideals should be more practicable together with green management understanding. (Akyay Uygur, Berat Yasin Musluk, Nail Ilbey, 2015). Green management is thus formulation and implementation of such policies that will reduce carbon foot-prints and wastage in order to be more sustainable enterprise.

Green HRM: Green HRM (herein after also referred as GHRM in the study) is the intersection of sustainability, natural environment and HR policies of the organization. These are the HRM practices that will infuse more and more technology in order to reduce the use of non-renewable resources and increase the use of more resource efficient options in the organization. As defined in Wikipedia some of the common definitions of GHRM are as follows; Green human resource management (Green HRM or GHRM) emerged as an academic concept from the debate of sustainable development and corporate sustainability. GHRM is often stated as laying the foundation with the idea that "if a company is to adopt an environmentally-aware approach to its activities, the employees are the key to its success or failure" (Wehrmeyer, 1996). One of the most common definitions refers to GHRM as "the HRM aspects of Environmental Management". (Renwick, Douglas W. S.; Redman, Tom; Maguire, Stuart, 2013). A broader definition considers GHRM as "phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems." (Ren, Shuang; Tang, Guiyao; E. Jackson, Susan (2018-09-01)). Therefore, GHRM is an important component of Green Management as the one of the most controllable component to turn the organization green and sustainable.

Eco- Sustainable values: these are the values inculcated in an individual to make him more sensitive towards the ecosystem and its component. It can also be termed as green values or eco-friendly values. This can also be understood as sustainable ethics which are explained in an article on Environmental Ethics uploaded on Openoregon: A sustainable ethic is an environmental ethic by which people treat the earth as if its resources are limited. This ethic assumes that the earth's resources are not unlimited and that humans must use and conserve resources in a manner that allows their continued use in the future. A sustainable ethic also assumes that humans are a part of the natural environment and that we suffer when the health of a natural ecosystem is impaired. Such ethics when developed in any individual may be termed eco-sustainable values which will in turn lead to eco-friendly society.

3. RESEARCH METHODOLOGY

This research attempts to understand the relation between Green Management and individual eco- sustainable values along with relation between Green HRM and eco-sustainable values and Green Management as a moderator between Green HRM and eco-sustainable values. Hence it was descriptive research. The questionnaire was designed on 5- point Lickert scale and had 16 questions with similar responses. The questionnaire was distributed to employees of various Public Sector Organizations. A sample size 100 was taken but 10 questionnaires were discarded being not complete. Therefore 90 samples were taken and accordingly the responses were studied. The questionnaire had 3 parts which were not distinctly marked so that the respondent don't gets biased and fills in his true responses. Specific questions related to impact of Green Management on eco-sustainable values, impact of GHRM on eco- sustainable values of respondents were included and further the moderation feature of Green Management was studied through separate relevant questions. The responses by each individual was analyzed. For this weighted mean was used to summarize the level of agreement of the respondents and standard deviation of responses were also recorded to understand the disagreement level of the respondents.

3.1. OBJECTIVES

Following are the objectives of the study:

- 1) To examine the relationship between GHRM and eco-sustainable values in the employees.
- 2) To examine the relationship between Green Management and eco-sustainable values in the employees.
- 3) To determine whether Green Management fosters relationship between GHRM and eco- sustainable values in the employees

3.2. HYPOTHESIS

H1- GHRM positively influences individual eco-sustainable values.

H2- Green Management positively influences individual eco-sustainable values.

H3- Green Management will moderate the relationship between GHRM and individual eco- sustainable values with transactions of individuals.

3.3. SAMPLE DETAILS

A sample size of 100 respondents were taken from various Public Sector Organizations i.e. banks, public departments and government school, for the study. But 10 responses were discarded being partially filled there the study was conducted on 90 samples.

3.4. ANALYSIS AND FINDINGS

The questionnaire had 16 questions out of which 2 question were general in nature to confirm that whether the respondent uses available green technology or not. 7 questions were regarding impact of Green Management (referred as GMV) on individual eco-sustainable values; 4 questions were regarding impact of Green HRM (referred as GHRM) on individual eco-sustainable values and 3 questions were regarding Green Management as moderator between GHRM and eco-sustainable values (referred as GMM). The chosen 14 questions had similar responses in 5-point Lickert scale. The responses were quantified by giving weights to them as below:

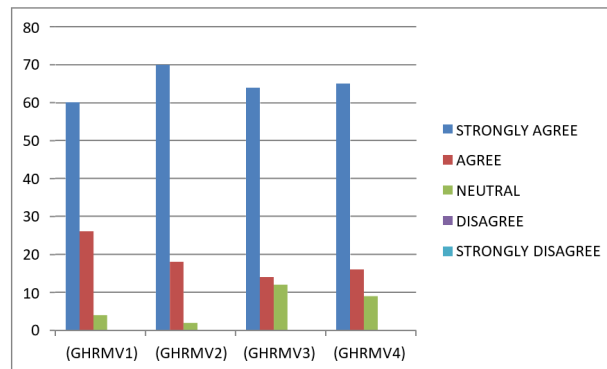
Strongly Agreed-5, Agreed-4, Neutral-3, Disagreed-2 and Strongly Disagreed-1

Weighted Mean and standard deviation of the responses were taken and then total mean was taken to check the hypothesis.

H1- GHRM positively influences individual eco-sustainable values.

To check the relationship the respondents had answered 4 questions with 4 dependent variables. As it is clear from the graph (Figure-1) 64.5percent of the respondents have strongly agreed and 18percent of the respondents have agreed that there is a positive influence on their individual eco- sustainable values with GHRM.

Figure 1



The weighted mean of the responses are as below:

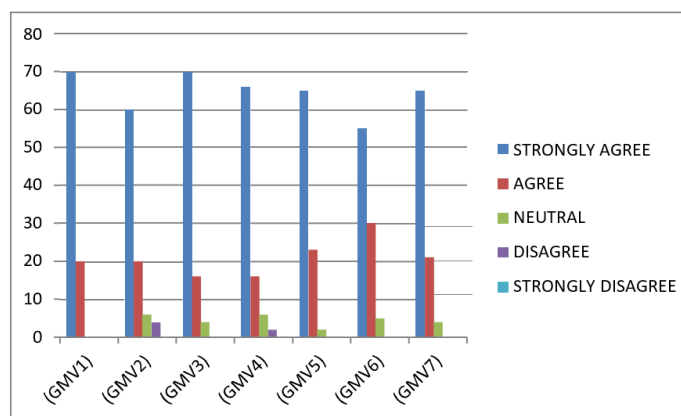
	GHRMV1	GHRMV2	GHRMV3	GHRMV4	TOTAL	Standard Deviation
MEAN	4.575	4.725	4.525	4.65	4.62	0.088

The weighted average mean is 4.62 whereas standard deviation is 0.088 which shows positive relation between GHRM and individual eco-sustainable values. Hence first hypothesis is tested and found correct.

H2- Green Management positively influences individual eco-sustainable values with transactions of individuals.

To check the relationship the respondents had answered 7 questions with 7 dependent variables. As it is clear from the graph (Figure-2) 64.6percent of the respondents have strongly agreed and 20.5percent of the respondents have agreed that there is a positive influence on their individual eco- sustainable values with Green Management.

Figure 2



The weighted mean of the responses are as below:

	GMV1	GMV2	GMV3	GMV4	GMV5	GMV6	GMV7	TOTAL	Standard Deviation

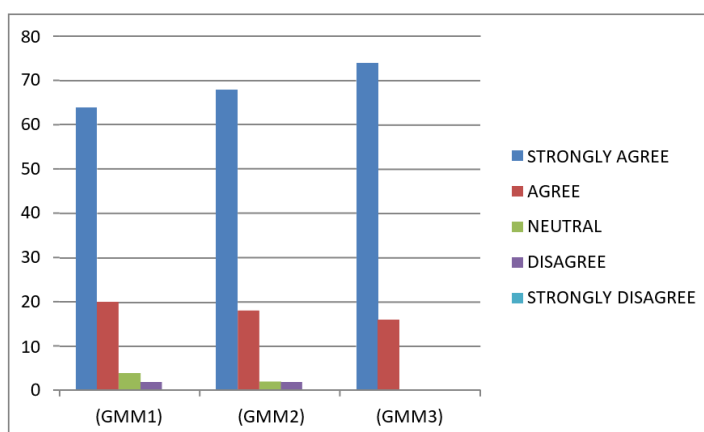
MEAN	4.75	4.475	4.75	4.575	4.725	4.45	4.675	4.63	0.13
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The weighted average mean is 4.63 whereas standard deviation is 0.13 which shows positive relation between Green Management and individual eco-sustainable values. Hence tested hypothesis is tested and found correct.

H3- Green Management will moderate the relationship between GHRM and individual eco-sustainable values.

To check the relationship the respondents had answered 3 questions with 3 dependent variables. As it is clear from the graph (Figure-3) 68percent of the respondents have strongly agreed and 17.68percent of the respondents have agreed that Green Management act as a moderator for a positive influence on their individual eco-sustainable values with Green HRM.

Figure 3



The weighted mean of the responses are as below:

	GMM1	GMM2	GMM3	TOTAL	Standard Deviation
MEAN	4.575	4.65	4.8	4.68	0.11

The weighted average mean is 4.68 whereas standard deviation is 0.11 which shows that Green Management act as a moderator for a positive influence on their individual transactions on eco-sustainable values with Green HRM. Hence third hypothesis is tested and found correct.

4. LIMITATIONS

The study was limited to Public Sector organizations located at Raipur city only. Hence a future study with broader respondent base may be conducted thereby making the applicability of research universal. Further this study has not used deep statistical tools which may be used to get a better insight of the individual values.

5. CONCLUSION

The present study can be concluded by stating that from the findings of the research it is evident that there is noteworthy impact of transactions made for Green Management and Green HRM over individual eco-sustainable values. The study can be helpful for the organizational scholars to understand a much greater role and contribution towards

explaining how greener prospects are vital and could be enhanced for sustainable business in particular and environmental at large.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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