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RESEARCH PAPER

Measuring the Impact of Green Human Resources Practice on Organizational Performance

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PAPER INFO	ABSTRACT
	Human resources are the most valuable resource, and directing their efforts toward the green movement would have a significant influence, as it would affect not just the working environment but also future employees and policy planning. The negative externalities and societal challenges can be lessened, When the power structure of the community is highly respected and the approach of the organization becomes more stakeholder-centered, which requires assessing the Green responsibility of organizations. This emprical study was designed to measure the effect of green human resources management practices on organizational performance. Quantitative data were collected from 213 employees of NADRA Regional office Sukkur by using adopted structured questionnaire based on 5-point Likert scale. Hypotheses were tested and validated through statistical analysis by using SPSS. The results indicated that green HRM components such as green recruitment and selection, Green Reward and compensation, and Green Employees involvement have positive and significant influences on the organizational performance. The green human resource management practices enhance a firm's environmental performance that is major societal challenge. NADRA can acquire an edge when adopting high green responsible human resources management and green organizational culture.

Introduction

Today, a significant number of organizations are pursuing a global approach to green human resource management. Findings and formulating policies of green human resource management practices are frequently implemented by businesses and other organizations in the field of human resource management (Amjad et al, 2021). In this regard these make an important contribution. Green Human Resource Management has been an emerging research field in organizational studies since the 1990s. Therefore, the focus of this study is to explore the effects of Green Human

Resource Management (GHRM) practices on improving organizational performance (Ojo et al,2020).

Green Human Resource Management (GHRMP) refers to "all the activities involved in the development, implementation and maintenance of a system designed to make the organization's employees green. This is an aspect of human resource management that converts general employees into green employees. GHRMP is about changing, enabling the organization's environment. So environmental sustainability plays an important role in organisational performance. GHRM refers to the policies, practices and systems that apply to an organization's employees, individuals, society, the natural environment. And enable businesses to thrive. " (Opatha, 2013; and Hassan, 2016).

The use of the Green Human Resource Practices aims to promote environmentally friendly and sustainable use of resources by business organizations, as well as to create environmental awareness and to draw the attention of society as a whole. Human resources must adopt their own procedures and policies and represent the environmental goals that contribute to the achievement of environmental goals (Farouk et al, 2016).

Green HRM practice is a new concept that can be adopted in Pakistan, the current literature on the subject is very limited, and it is a unique study in the context of NADRA Pakistan. Green Human Resource Management is a new practice that includes a number of HR policies and methods for finding and identifying new ways to recruit and compensate and maintain authentic relationships with employees. Today, how employees feel about their jobs, about attitudes of their employers, who are also very interested in knowing how they feel about the organization. nowadays, especially in NADRA Pakistan, managers and HR officers need to know and learn about green HR management. This study ensures and helps NADRA HR staff, how to move towards green HR management practices and avoid from traditional methods.

Literature Review

GHRM refers to a set of approaches adopted by human resource management to achieve the green objectives of the organization, such as recruitment, selection, performance appraisal, training, promotion, reward system, etc. (Ahmad, S. (2015) To achieve environmental goals, GHRM focuses on improving employee skills, knowledge, behavior, and operational personnel associated with the ecosystem to reduce waste, excess capacity, and assets. It seeks additional reforms in leaders (Arulrajah et al, 2015).

Green Reward System

The rewards are design to attract, retain and encourage top performer these are used as to motivate employees, enhance new skills knowledge and abilities in order to achieve organization goals (Anwar et al, 2020).

Compensation and reward are most important procedure that is connecting organizational goals and employee's interest. Reward and compensation may draw

the attention of employees towards their duty, and it motivates them to perform at their level best (Siwale et al, 2020).

Most of the time organizations are using green job performance for their employees in order to provide green benefits and pension, as to establish environmentally friendly performance management (Chaudhary, 2019). Green initiative like incentives is the implementation of financial and non-financial benefits with a clear potential for employees to contribute to environmentally friendly management (Dumont et al , 2017; Jackson et al, 2018 and Hameed et al, 2020) These definitions are used also Jackson, 2011 in his study where he found that financial and non-financial incentives play unique role in supporting environmental responsibility. When employees are involved in such eco-friendly activities their attitude towards environment is strengthened.

Green Recruitment and Selection

Attracting and acquiring senior and skillful employees is a major challenge for human resources department. Due to the speedy development of environmental awareness, the green reputation and image of recruiters plays an important role in promoting employment (Paillé, 2019). Job seekers prefer organizations that are closer to their personal beliefs, and green values are most prevalent, especially among the younger generation, as few employers have the human resources system or department (Renwick et al, 2013 and Gupta, H. (2018).

Green recruitment and selection are defined as process of hiring people with ability skills and knowledge. Where their attitudes are compatible with environment management system within organization (Razab, 2015). Green recruitment and selection are divided into three stages

- Green employers' recognition

- Job seekers attraction

- Green candidate awareness.

These stages are used to take green initiative organization. It is said green candidate awareness can help organization to achieve environmental goals (Mishra, 2017). On contrary, green employer recognition helps them to attract potential and talented one. It is important to use green norms during recruitment and selection of employees with green values. Selecting green minded employees are most difficult part of organization but such people open the door for organizations to appoint skill full people who focus on sustainable practices and are accustomed to understanding the fundamentals of sustainability (Prasad, 2013; Bangwal, 2017 & Al-Swidi et al, 2021)

Green Employee involvement

Employee engagement may also reflect a behavioral commitment to developing broader aspects of an employee's cognitive, emotional attachment, and personal driver role performance (Zoogah, 2011; Saturnino et al 2014;). Other researchers view employee engagement as a positive mindset, for example (Schaufeli,

W. B., Salanova, M., Gonzalez-Roma, V., & Baker, A. B. (2002)), who described employee engagement as "a positive and satisfying work-related mindset" (Larik, K., et al, 2021) Working in an organization or workplace is characterized by a high level of enthusiasm and tremendous enthusiasm as well as vitality due to the constraints of work. Be able to demonstrate the employee's commitment to handling the employee's work and providing adequate energy. On the other hand, giving means increasing the sense of challenge that employees can feel at work, in a workplace filled with pride, passion, and a sense of support (Mahar, S. A.,2021)

Research Model
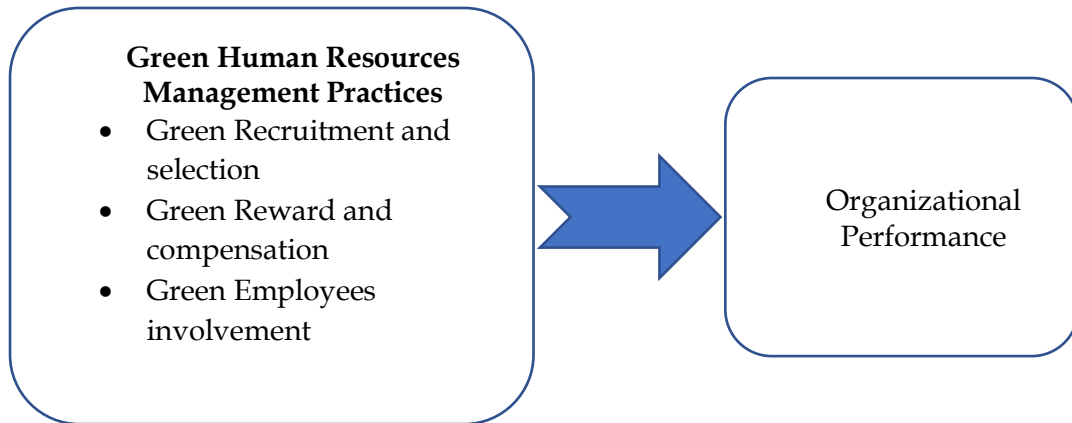
Research Hypotheses

H1. Green Human Resources Management Practices has significant positive impact on organizational performance.

H2: There is positive and significant association between Green Human Resources Management Practices and organizational performance.

Material and Methods

This study is quantitative in nature where cross-sectional approach was used; it is comprised of descriptive an analysis in which demographic table was given then reliability was also checked through Cronbach alpha. Regression analyses and Pearson correlation were also used in it. This study applied barrowed questionnaire where two demographic questions were used, and 18 questions were affiliated with variables, and all were based on 5-point Likert scale.

Results and Discussion

Demographic Statistics

Table 1
Demographic Statistics

Demographic Statistics				
Question	Option	Frequency	Percent	Total
Gender	Male	150	70.4	100%
	Female	63	29.6	

Job experience	< 5 Years	44	20.7	100%
	< 7 Years	2	.9	
	< 10 Years	69	32.4	
	Above 10 Years	98	46.0	

Gender results: Respondents were asked to mention their age and there were only 63 respondents who belongs to Females Gender whose response rate can be calculated as 29.6%. Rest of 150 respondents belongs to Male Gender which are total of 70.4%.

Job Experience: Here 20.70% of Total Respondents have less than 5 Years of Experience, 9% respondents have less than 7 years of experience, 32.40% respondents had less than 10 years of experience, and 46% of total population have the more than 10 years of experience who participated in this study. It is very clear female ratio is somehow greater in NADRA and study is more important because mostly seniors had participated in the study.

Reliability Statistics

For the measurement of reliability Cronbach's Alpha Test is used, which explains consistency and it is .904 that is excellent.

Table 2
Reliability Statistics

Reliability Statistics (Cumulative)	
Cronbach's Alpha	N of Items
.904	18

Above table shows the reliability of the questions used in the study. It has criteria; If the reliability is .6 then it is considered as poor, .7 then it is acceptable, .8 it is considered as Good, whereas the .9 regarded as Excellent Reliability.

Regression

Regression analysis was applied to understand the impact of green human resources management practices on organizational performance, in this connection regression analysis is based on model summary, ANOVA and coefficient table .

Table 3
Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714[a]	.509	.507	.69724747
a. Predictors: (Constant), Green HRM				

Model fitness is shown in Table No.03 and it is 50.70% namely data that was collected from respondents contributes 50.70% where GHRM predicts organizational performance. This contribution is only forecasted on the bases of collected data through questionnaire. No doubt Job seekers prefer organizations that are closer to their personal beliefs, and green values are most prevalent, especially among the younger generation.

Table 4
ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.465	1	106.465	218.994	.000[b]
	Residual	102.579	211	.486		
	Total	209.043	212			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Green HRM

It is shown in Table No. 04 that either there is variance between GHRM and organizational performance or not. Above table is entitled as (ANOVA) analysis of variance. In this regard, there is significant variance between GHRM and organizational performance because of p-value is .000. as shown in above table. If the sig value will be greater than .05 it will be considered insignificant variance and further research will not be possible.

Table 5
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.001	.048		-.019	.985
	Green HRM	.383	.026	.714	14.798	.000

a. Dependent Variable: Organizational Performance

Table is also part of regression analysis in which beta value shows the contribution of GHRM in prediction of organizational performance, in this connection it is taken that GHRM contributes 71.40% positively and significantly by having sig value.000. in this context GHRM focuses on improving employee skills, knowledge, behavior, and operational personnel associated with the ecosystem to reduce waste, excess capacity and assets.

Table 6
Correlations

		Organizational Performance	Green HRM
Organizational Performance	Pearson Correlation	1	.714**
	Sig. (2-tailed)		.000
	N	213	213
Green HRM	Pearson Correlation	.714**	1
	Sig. (2-tailed)	.000	
	N	213	213

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

Table showing the association between GHRM and Organizational performance. Here Pearson correlation is applied to test association between variables.so results are representing there is strong association between GHRM and organizational performance because of its value that is .714**

Conclusion

The purpose of this study was to investigate the impact of green human resource management practices on the performance of NADRA. A comprehensive overview of NADAR field literature and data can be used to extract three key approaches to green human resource management like Green Recruitment and Selection, Green reward and compensation and green employee's involvement. It was obtained that GHRMP are contributing positively and significantly.

In this regard, there is need to implement the HRP Green programs in government programs because there is economic crisis in the country, so institutions have need to reduced costs and it is only possible through GHRMP. So, this strategy must be adopted. As a result, Nadra Management has been asked to invest more in the Green Workforce Accountability Program to implementation of Green HR Management to achieve high to medium term organizational performance in the long run. Green recruitment and selection are registered as the most common process of NADRA.

This means that NADRA management prioritizes performance within the organization. Reddy Jabbour (2016) found that effective green selection and recruitment standards help and attract trained, educated, and skilled employees to work in organizations as a priority. Jackson, etc. (2011) Green Reward System claims to be an effective tool for implementing Green Human Resource Management. In order to attract and sustain green hrm program, NADRA management needs to establish an effective compensation scale, as expected. Researching the reward system is one of the organization's priorities. In general, senior executives have the power and inclination to motivate people to participate in environmental activities, which can increase awareness and commitment to green jobs.

Recommendations

- Organizations need to make specific changes to their HR agendas and strategies to get the most out of each employee. The main agenda of the organization is to increase environmental awareness among the employees and to adopt green practices in the organization.

- It is important for every employee to have sufficient knowledge and ideas about the public environment and the current problems of NADRA and to train their minds to provide innovative solutions to the problems.

- To improve organizational stability, you need to properly research green talent management and develop a system-based approach through innovation. Managers and leaders must take overall responsibility for motivating employees in specific areas related to environmental protection (Tran, Pham, Du & Lay, 2020).

- Organizations should schedule weekly or monthly trainings and workshops for NADRA professionals and leaders with expertise in environmental knowledge and interest.

- Organizations should change the entire recruitment process, send employee records, and change it in all online and virtual ways.

- Provide compensation, rewards and financial incentives to employees for achieving their organization's goals and environmental goals in order to achieve their daily and monthly goals.

- Green HR Management educates employees about foreign laws and regulations and environmental protection laws, sustainable development companies and renewable energy that implement green management in their activities and have a friendly environment at home and abroad. Yes, that's right you can now become known as a Lord of the Rings. Organizations that promote car safety, limit excessive power consumption, reduce printing, use duplex printing, and so on.

- This study is limited to the NADRA Sukkur area, as with limited resources it is difficult to extend this study to the whole of Sindh or Pakistan.

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