

Green HRM Practices as a Catalyst for Sustainable Development and Enhanced Organizational Performance in Chhattisgarh's PSUs

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Abstract

Green Human Resource Management (GHRM) techniques have emerged as a crucial method for improving organisational performance, driven by the increasing awareness of environmental challenges and the need for sustainable growth. In this study, we look at how Public Sector Undertakings (PSUs) in Chhattisgarh use GHRM strategies to boost their performance and promote sustainable development. Incorporating environmental considerations into HRM allows PSUs to boost performance indicators generally while also coordinating their operations with worldwide sustainability targets. Key stakeholders from several PSUs in Chhattisgarh were surveyed quantitatively and interviewed qualitatively as part of the study's mixed-method approach. Finding out how much organisational efficiency, employee happiness, and environmental stewardship are helped along by GHRM methods including green recruiting, training, performance management, and employee engagement is the main goal of this study. Organisational performance is improved once GHRM policies are implemented due to more employee engagement, lower operational costs, and better environmental compliance. By encouraging environmentally conscious actions and cultivating an organisational culture of sustainability, these activities also contribute to the SDGs. In order to fill a gap in the literature, this study examines the impact of GHRM practices on Indian PSUs and provides policymakers and business executives with actionable advice on how to include sustainability into HR strategy. The findings of this research show that GHRM practices have the ability to help public sector organisations succeed and grow sustainably.

Keywords – Sustainable Development, Organizational Performance, Public Sector Undertakings (PSUs), Environmental Stewardship, Eco-friendly Practices

Introduction

Organisations across the globe are embracing Green Human Resource Management (GHRM) strategies to improve their environmental and operational performance in response to growing environmental concerns and the need for sustainable growth. "Green HRM" is an approach to human resource management that incorporates environmental management principles with the goal of reducing an organization's environmental impact and increasing

sustainability. This strategy is essential for the organization's long-term development and is in line with global sustainability objectives.

A large percentage of India's industrial and commercial activity is carried out by public sector undertakings (PSUs), which include those in Chhattisgarh. The dedication to sustainability on the part of these businesses is crucial in promoting a more environmentally friendly economy and resolving environmental issues because of their size and resource use. Public service utilities (PSUs) may improve their operational efficiency, employee happiness, and environmental performance by implementing GHRM principles.

The role of GHRM practices in promoting sustainable development and improving organisational performance in Chhattisgarh's PSUs is the focus of this research study. Recruiting, training, performance management, and employee engagement are just a few of the HR operations that may benefit from environmental concerns. PSUs can enhance resource utilisation, decrease costs, and boost their organisational image by doing this.

Several important issues are the focus of the study: When it comes to PSUs, how do GHRM practices influence organisational performance? How may these methods contribute to the cause of sustainable development? In order to reach their sustainability and performance targets, how can PSUs in Chhattisgarh make the most of GHRM practices?

The study adopts a mixed-method approach to address these problems; it uses survey data for quantitative analysis and interviews with key stakeholders in Chhattisgarh's PSUs for qualitative insight. Insights on the efficacy of GHRM methods and actionable suggestions for PSUs seeking to improve their organisational performance and sustainability are anticipated to be provided by the results.

This study adds to the existing literature on GHRM and provides practical advice for PSUs in Chhattisgarh and beyond by concentrating on the way HRM and environmental sustainability interact with one another. The report highlights the importance of GHRM practices in current HR strategies, highlighting their ability to generate organisational excellence and sustainable growth.

Literature review

A relatively new area of study, "Green Human Resource Management" (GHRM) applies concepts from environmental management to HR policies and procedures. As defined by Renwick, Redman, and Maguire (2013), GHRM is the implementation of HRM policies and practices that support the conservation of resources and the promotion of environmentally conscious behaviours among staff members. GHRM covers a range of approaches, including as environmentally conscious hiring, eco-friendly development and training, eco-friendly performance evaluation, and eco-friendly pay. Improved environmental performance and overall organisational efficiency are the primary goals of GHRM (Jabbour & Santos, 2008).

The connection between GHRM practices and organisational performance has been the subject of a great deal of research. Operations efficiency, employee engagement, and financial performance are all positively impacted when organisations adopt GHRM methods, according to research by Long et al. (2013) and Zhu et al. (2013). For example, according to Chen (2011), organisations may achieve better results when they use green recruiting and selection procedures, which attract and hire people with a stronger commitment to environmental sustainability.

At GHRM, we prioritise sustainable development. By encouraging a company-wide commitment to environmental protection, GHRM practices are vital to reaching sustainability targets (Wachasundar S. L. 2021). As an example, green training and development programs help staff learn how to incorporate sustainable practices into their work routines, which in turn helps the organisation achieve its sustainability goals (Agarwal & Singh, 2015).

Few studies have examined public sector undertakings (PSUs) and their use of GHRM strategies in comparison to private companies. Studies concentrating on big state-owned businesses, however, make the importance of GHRM in PSUs clear. One example is the research by Soni and Kumar (2017) which shows that GHRM practices may help PSUs a lot with resource management and CSR. Because of their size and influence on the environment, PSUs should set an example when it comes to sustainable human resource practices (Prajogo & McDermott, 2014).

A growing body of empirical research is examining GHRM practices within the Indian environment. Gupta and Kohli (2021) and Kumar and Goel (2020) are two studies that provide light on the ways in which Indian organisations, particularly PSUs, are embracing green practices and the effects this has on their sustainability and performance. Results from this research show that GHRM practices help Indian businesses become more environmentally compliant, save money on operations, and make their employees happier.

There are advantages and disadvantages to implementing GHRM practices at PSUs. Sharma and Vredenburg (1998) state that obstacles include things like a lack of knowledge, inadequate resources, and people's reluctance to change. Opportunities, on the other hand, include things like a more positive public perception of the organisation, more enthusiasm among workers, and cooperation with sustainability efforts on a national and international scale (Singh & Singh, 2022). To successfully incorporate GHRM practices, PSUs in Chhattisgarh must address these hurdles while also capitalising on these potential.

Organisational performance and sustainability may be driven by GHRM practices, according to the research. Additional study is necessary to comprehend the particular consequences for PSUs in Chhattisgarh, but there is substantial evidence that GHRM is beneficial. To address this knowledge vacuum, this research examines the public sector firms in Chhattisgarh and how GHRM practices might improve organisational performance and promote sustainable development.

Objectives of the study

- To Assess the Impact of Green Human Resource Management (GHRM) Practices on Organizational Performance.
- To Examine the Role of GHRM Practices in Promoting Sustainable Development.
- To Identify the Key GHRM Practices Implemented in PSUs in Chhattisgarh.

Hypothesis

H1: Green Human Resource Management (GHRM) practices have a positive impact on organizational performance in Public Sector Undertakings (PSUs) in Chhattisgarh.

Research methodology

Public Sector Undertakings (PSUs) in Chhattisgarh are the focus of this mixed-method research that aims to determine how Green Human Resource Management (GHRM) strategies affect PSU performance and sustainable development. A thorough examination is provided by the study process, which incorporates both quantitative and qualitative methodologies. Structured questionnaires will be sent out to HR experts and staff at different PSUs in order to collect quantitative data. These surveys will measure the impact of green hiring, training, and performance management on organisational success and employee happiness, as well as the efficacy of these GHRM practices. In order to find connections and patterns, statistical techniques will be used, such as factor analysis and regression. In addition, semi-structured interviews will be conducted with important stakeholders, including HR executives, sustainability officers, and employee representatives, in order to gather qualitative data. Through these in-depth interviews, we want to learn more about the GHRM-related difficulties, possibilities, and best practices. To get a better understanding of the complex experiences of those involved, we will use thematic analysis to the interview data in order to identify important themes. With this all-encompassing technique, GHRM practices and their effects can be thoroughly evaluated, yielding useful insights and suggestions for improving PSUs' sustainable HR practices.

Data analysis and discussion

Table 1 – Demographic information

Demographic Characteristic	Category	Number of Respondents	Percentage (%)
1. Age			
	18-24 years	20	13.3
	25-34 years	50	33.3
	35-44 years	40	26.7
	45-54 years	30	20.0
	55+ years	10	6.7
2. Gender			
	Male	90	60.0

Demographic Characteristic	Category	Number of Respondents	Percentage (%)
	Female	60	40.0
	Other	0	0.0
3. Educational Qualification			
	Undergraduate	40	26.7
	Postgraduate	80	53.3
	Doctorate	30	20.0
4. Job Title			
	HR Manager	25	16.7
	HR Executive	50	33.3
	Sustainability Officer	20	13.3
	Employee	55	36.7
5. Years of Experience			
	Less than 2 years	30	20.0
	2-5 years	50	33.3
	6-10 years	45	30.0
	More than 10 years	25	16.7
6. Department			
	HR	80	53.3
	Operations	40	26.7
	Sustainability	20	13.3
	Other	10	6.7
7. PSU Size			
	Small (1-100 employees)	50	33.3
	Medium (101-500 employees)	70	46.7
	Large (501+ employees)	30	20.0

An examination of the demographics of the 150 human resources (HR) experts and workers polled from PSUs in Chhattisgarh demonstrates a representative and varied sample. Younger professionals make up the bulk of the sample, with 46.6% of respondents falling into the 25–34 age bracket and 26.7% in the 35–44 age bracket. It seems that there is a large number of professionals in the middle of their careers, and the workforce is quite youthful. There should be more inclusive policies since the gender distribution is mostly male (60%), with female responders making up 40% and no representation of alternative gender identities.

Regarding the educational qualities of the respondents, 53.3% have master's or doctoral degrees, showing that this is a well educated sample; 26.7% have bachelor's degrees, and 20% have master's or doctoral degrees. It seems that the staff is highly skilled and capable of making valuable contributions to cutting-edge HR and environmental practices. Among the job titles, we find a fairly even distribution: HR Executives(33.3%), Employees(36.7%), HR Managers(16.7%), and Sustainability Officers (13.3%). Various positions within the HR and sustainability departments are represented by this distribution.

There is a wide range of experience levels among the respondents; for example, 30% have 6-10 years of experience, while 33.3% have 2-5 years. There is a mix of early-career and seasoned professionals, with 20% having less than 2 years of experience and 16.7% having more than 10 years. The sample's hierarchical structure reflects HR's major role: the HR department ranks highest (53.3% of the total), followed by Operations (26.7% of the total), Sustainability (13.3%), and Other departments (6.7%).

Last but not least, the distribution of PSU sizes reveals that medium-sized PSUs account for 46.7% of all PSUs, with tiny PSUs coming in at 33.3% and giant PSUs at 20.0%. Green HRM practices' application and effect may be affected by the sample's varied range of organisational sizes, as seen by this distribution. When looking at the demographic profile as a whole, you can see how the respondents were from various walks of life. This tells you a lot about the sample that will be used to study GHRM practices and how they affect the performance and sustainability of organisations.

Table 2 – result of t-test

GHRM Practice	t-Value	p-Value	Significance
Green Recruitment	4.00	0.0001	Significant
Green Training	2.92	0.004	Significant
Green Performance Management	3.00	0.003	Significant
Green Compensation	2.14	0.035	Significant

All of the Green Human Resource Management (GHRM) strategies that were considered had a statistically significant effect on the performance of the PSUs in Chhattisgarh, according to the t-test findings. A t-value of 4.00 and a p-value of 0.0001 are shown by Green Recruitment, which is much lower than the usual significance threshold of 0.05. This finding emphasises the critical significance of green recruiting practices in improving efficiency and effectiveness within PSUs, and it shows that these practices have a considerable beneficial influence on organisational performance.

Statistically, Green Training is significant ($t=2.92$, $p=0.004$). This degree of significance lends credence to the idea that sustainability-focused training leads to better organisational results, implying that green training techniques have a favourable effect on organisational

performance. The results for Green Performance Management are as follows: $t=3.00$, $p=0.003$. There was a statistically significant correlation between the use of green performance management concepts and an improvement in organisational performance, demonstrating that these practices contribute to higher quality performance indicators.

The t-value for Green Compensation is 2.14 and the p-value is 0.035. The usefulness of incorporating environmental issues into compensation methods is reinforced by the fact that there is a strong positive link between green compensation practices and organisational performance, even if this p-value is at the threshold of significance. In summary, our findings support the idea that green HRM practices have a beneficial impact on organisational performance. This emphasises the significance of implementing these practices in PSUs for better performance outcomes.

Conclusion

According to the research, PSUs in Chhattisgarh that use Green Human Resource Management (GHRM) strategies see a considerable improvement in their organisational performance. Several aspects of organisational performance are favourably affected by the four core GHRM practices: green recruiting, green training, green performance management, and green remuneration, according to the report. Improved performance indicators are the result of green performance management methods, which in turn boost operational efficiency and staff engagement via green training and recruiting. Green remuneration also contributes, although to a lower degree, to improved organisational results. The results show that PSUs in Chhattisgarh may enhance their performance significantly by using GHRM techniques, and the statistical significance of these findings shows that HR practices that include environmental sustainability work. This research emphasises the importance of GHRM in improving organisational performance and suggests that PSUs should continue to use these practices for long-term success.

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