International Journal of Environmental Sciences
ISSN: 2229-7359
Vol. 11 No. 2s, 2025
https://www.theaspd.com/ijes.php

Green Human Resource Management Practices: An Innovative Approach Of Human Resource And Its Impact On The Employees' Performance With The Mediation Role Of Employees' Productivity

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Abstract
The contemporary era is rigorous in protecting against environmental degradation. The world is facing environmental degradation in the current scenario due to excessive usage of harmful chemicals, deforestation, and usage of plastics, food wastage, and many more. These things are becoming hazards that result as water pollution, air pollution, and noise pollution, and also affect the overall surroundings. In this study, the researcher is focusing on environment-friendly Human Resource Management Practices which are devoted to cutting down paper costs, energy-efficient office spaces, reduction of Carbon footprints, electric vehicles, less energy consumption, etc. Green Human Resource Management has gained significant traction as organizations strive to align their operations with sustainability goals. This study explores the influence of Green Human Resource Management practices on Employees' Performance while examining the mediating roles of Employees' Productivity and Job Satisfaction. This research identifies how green initiatives in Human Resource practices contribute to enhanced organizational outcomes. The findings underscore the importance of integrating sustainable practices into Human Resource functions to foster employee engagement, Employee Productivity, and Employee Job Satisfaction, ultimately driving improved performance.

Keywords- *Green Human Resource Management, Employees' Job satisfaction, Employees' Productivity, Employees' Performance.*

INTRODUCTION

The global emphasis on sustainability has transformed organizational strategies, with Green Human Resource Management emerging as a pivotal component. Green Human Resource Management integrates eco-friendly practices into HR processes, aligning employee behaviors with environmental goals while enhancing organizational performance. This study investigates the relationship between Green Human Resource Management practices and employees' performance, focusing on the mediating effects of employees' productivity and job satisfaction.

Green Human Resource Management Practices

Green Human Resource Management encompasses Human Resource practices designed to promote environmental sustainability, including green recruitment, training, appraisal, and compensation. Scholars argue that Green Human Resource Management creates an eco-conscious organizational culture, aligning employee behaviors with sustainable goals.

Green Hiring

One of the main Human Resource challenges in the "war for talent" is attracting top personnel (Renwick et al., 2013). In their study on employee turnover and retention, Holtom, Mitchell, Lee, and Eberly , 2008 contend that satisfaction and retention/recruitment are the two most significant benefit dimensions of HR

and sustainability. Companies are starting to realize that establishing a green employer brand is a great strategy to draw in new employees (Phillips, 2007; Stringer, 2009). Environmental initiatives and a green image are used by German companies like Siemens, BASF, Bayer, and Mannesmann to draw in top talent.

Every job profile at the British automaker Rover Group includes environmental obligations and credentials Wehrmeyer,1996 Green job descriptions that incorporate environmental considerations are becoming more and more common in hiring practices. The process of hiring people who have the knowledge, abilities, attitudes, and behaviors that align with an organization's environmental management systems is known as "green recruitment." Wehrmeyer 1996, asserts that by ensuring that new hires are able to uphold an organization's environmental ideals and are conversant with its environmental culture, recruitment procedures can facilitate efficient environmental management.

It also emphasizes the utilization of environmental responsibilities. Epstein and Roy discovered that when Human Resource managers integrate environmental performance into PM systems, they safeguard environment management. Some companies today deal with the issue of PM by putting in place corporate-wide environmental performance standards and green information systems/audits to gather useful data on environmental performance (Marcus & Fremeth , Citation 2009).

Green Performance Management

The practice of encouraging people to improve their professional abilities in order to better accomplish the aims and objectives of the firm is known as performance management, or PM. The PM is the result of the company strategy's recognition. The green wave is potentially having a favorable impact on PM, much as the EM is influencing global business strategy. Green performance management encompasses matters pertaining to the company's environmental policies and concerns. Additionally, it focuses on using environmental obligations. In their study, Epstein and Roy (Citation 1997) found that HR managers protect environment management from harm when they incorporate environmental performance into PM systems. By implementing corporate-wide environmental performance standards and green information systems/audits to obtain valuable data on environmental performance, some businesses today address the problem of PM (Marcus & Fremeth,2009).

Green tasks and objectives should be reflected in the job description. The HR team should add dimensions for evaluating individuals on the following technical and behavioral competencies to the performance appraisal rating system: environmental stewardship, diversity, teamwork, collaboration, and innovation. The company's basic values would be strengthened by such competencies. In addition to discussing employee performance at the planned appraisal period, managers should provide the necessary feedback throughout the year. Employees will benefit from this activity by improving their knowledge, abilities, and skills.

Green Training and Development

Training and development is a process that focuses on improving employees' abilities, attitudes, and knowledge in order to stop the decline of EM-related knowledge, abilities, and attitudes. Employees that receive green training and development learn the importance of EM, how to operate in ways that save energy and waste, raise awareness of environmental issues inside the company, and provide them the chance to solve environmental problems (Zoogah, Citation 2011). Green T&D initiatives educate staff members about the importance of environmental management and its various facets. It facilitates their adoption of various conservation strategies, such as internal waste management. Additionally, it improves an employee's ability to handle various environmental problems. In a survey of managers on best management practices, Ramus (Citation 2002) found that the most crucial HRM procedures that support the attainment of environmental goals are environmental education and training, as well as creating a positive environmental culture for the staff where they feel involved in environmental outcomes.

According to Liebowitz's (2010) research on the role of Human Resource in creating a sustainable culture, the Human Resource department can provide leadership development workshops to assist managers in honing their "front wheel" soft skills, also known as behavioral competencies, in collaboration, diversity, teamwork, and change management. Future studies that help firms produce eco-friendly managers that can partake in and support sustainability throughout the process, while also facilitating green training, would be especially beneficial.

Green Reward and Compensation

The two main Human Resource Management procedures that employees use to get paid for their work are rewards and compensation. The most effective way to connect an individual's interests with those of the company is through these Human Resource procedures. Additionally, we contend that incentives and rewards have the power to draw workers' full attention to their task and inspire them to put up their best effort in order to meet organizational objectives. Rewards and compensation are considered to be viable instruments for promoting environmental initiatives in businesses within the framework of Green Human Resource Management. According to a strategic approach to management and rewards, contemporary companies are creating incentive programs to support their employees' environmentally conscious endeavors. Offering employees compensation for taking on environmental responsibilities was found to boost their commitment to environmental management initiatives.

Employees' Performance

Employees' Performance refers to the efficiency and effectiveness with which employees carry out their tasks and responsibilities in an organization. It reflects their ability to meet or exceed job expectations and contribute to organizational goals.

Definition: Employees' performance is the measure of how well an employee performs their duties, fulfills their role, and achieves assigned objectives. It encompasses productivity, quality of work, reliability, teamwork, and other job-related behaviors.

Importance of Employee Performance:

- **Organizational Success**: High performance leads to better outcomes, increased profitability, and achievement of strategic goals.
- **Customer Satisfaction**: When employees perform well, it often results in better service delivery and satisfied customers.
- **Employee Growth**: Good performance can lead to career advancement, recognition, and job satisfaction.

Employees' productivity refers to the efficiency and effectiveness with which employees complete their assigned tasks and contribute to organizational goals. It measures the output produced by an employee relative to the input, such as time, effort, or resources. High productivity indicates that employees are generating substantial results with minimal resources or effort, aligning with organizational objectives. The quantity of work that an employee can complete in a particular period is known as employee productivity. The productivity formula provides a clear summary of this relationship and can be used to determine staff productivity:

Productivity = output (what is created) / input (hours spent and resources used)

Factors Influencing Employees' Productivity:

1. **Work Environment**: A supportive and engaging workplace boosts efficiency.

2. **Training and Development**: Providing employees with the skills they need improves their ability to perform tasks effectively.
3. **Technology and Tools**: Access to the right tools enhances the speed and quality of work.
4. **Motivation and Job Satisfaction**: Motivated employees are more likely to focus and produce higher-quality results.
5. **Leadership and Management Style**: Supportive and effective leadership fosters productivity.

LITERATURE REVIEW:

Green human resource management is mostly based on Western literature. Human resource management (HRM), according to Fayyazia, Shahbazmoradib, Afsharc, and Shahbazmoradic (2015), is more like environmental management than basic temptation. They have to be combined. Effective environmental management in an organization's human resource management calls for extra work (Rothenberg, 2003). In essence, human resource practices are necessary to support the organization's overall execution and protection of the environmental management frameworks.

HR administrators' supportability allows them to swiftly adapt to the organization's choice of environmental heroes. Environmental management techniques that perform organizational performance employing a variety of parameters are what define an experimental study. Important realizations acknowledge that a workable environmental management framework has resulted from the coordination of environmental destinations and methods, as well as the organization's main improvement aims. Since it has been established that implementing green practices can benefit organizations more than they previously did, Day following Day and Huang (2001) essentially argue that firms should adapt mechanical development in the same way that they preserve the environment (Murari & Bhandari, 2011).

A solid EMS foundation is achieved through the integration of technology and environmental goals into the organization's major improvement goals (Haden, Oyler, & Humphreys, 2009). In order to foster the growth of human capital and attract clients who provide organizational execution and benefits, several scientists advocate for human resource management techniques (Boselie, Paauwe, & Jansen, 2001). An employee's organizational environment can be adjusted with the use of recognized strategies for registration, execution and evaluation management, workforce improvement and preparation, employee relations, and rewards frameworks (Renwick et al., 2008).

Theoretical Framework-

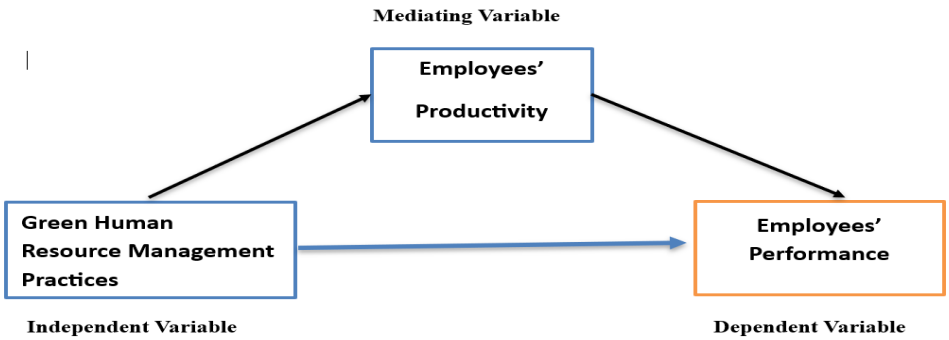

Fig 1: Theoretical Framework

Research Problems

1. Do Green Human Resource Management practices have an impact on employee performance?

2. How does employees' productivity mediate the relationship between Green Human Resource Management practices and employee performance?

Research Objectives

1. To analyze the direct impact of Green Human Resource Management practices on employees' performance.
2. To examine the mediating role of employees' productivity between Green Human Resource Management and Employees' performance.

Hypothesis

H1: Green Human Resource Management (GHRM) practices have a significant positive impact on employees' performance.

H2: Employee productivity mediates the relationship between Green Human Resource Management practices and employee performance.

Research Methodology: The study uses a quantitative and descriptive methodology and a self-administered, structured questionnaire with 25 items as the major data-gathering tool. A five-point Likert scale was used to create the questionnaire, with 1: strongly disagree," 2: "disagree, 3: "neutral." 4: Agree somewhat, 5: Agree strongly.

Data collection- Primary Data was gathered by Employees of different banks through a structured questionnaire in the form of Google form. The Google form was distributed among 150 employees from them only 120 responded. A simple random technique of probability sampling was used for collecting the samples from the Moradabad UP area.

Research Tools-A five-point Likert scale was used to collect the data and software such as SMART PLS 4.1.0.9 was used for analysis of data. Data reliability and validity were evaluated by SPSS software. The value of Cronbach's Alpha comes out 0.0828 which is greater than 0.07 and acceptable for data analysis.

Data analysis

Data analysis is done with the SMART PLS-SEM 4 model. Which independent variable is Green HRM practices (GHRM) to measure this GHRM variable, GR, GT, and GC as Green training, green recruitment, and green compensation are used for construction . A total of 14 constructs are used to measure GHRM. The mediating variable is employee productivity as EM and its total 7 constructs. The dependent variable or Endogenous construct is employee performance which is measured through 4 constructs. The total constructs are 25.

Demographic Profile of Respondents:

Characteristics	**Category**	**Frequency**	**Percentage**
Types of Banks	Public Banks	79	65.8%
	Private Banks	41	34.2%
Age Group	25-30	48	40.0%
	31-35	10	8.3%

	36-40	30	25.0%
	41-45	32	26.7%
	46 above	0	0.0%
Experience	Less than 2 years	81	67.5%
	Between 2 to 5 years	21	17.5%
	Above 10 years	18	15.0%

Table: 1 Demographics Profile of Respondents

PLS-ALGORITHM

The model was run in smart PLS4. The Outer loading of some constructs is lower as it is recommended < 0.70 but some constructs have a value lower than 0.5 so these constructs were removed from the model because it will badly affect our model fit.

After removing the constructs like GT1, GT5, GR1, and EP3 we again ran the model for calculations and it enhanced our model fitness. The values of Path coefficients become significant.

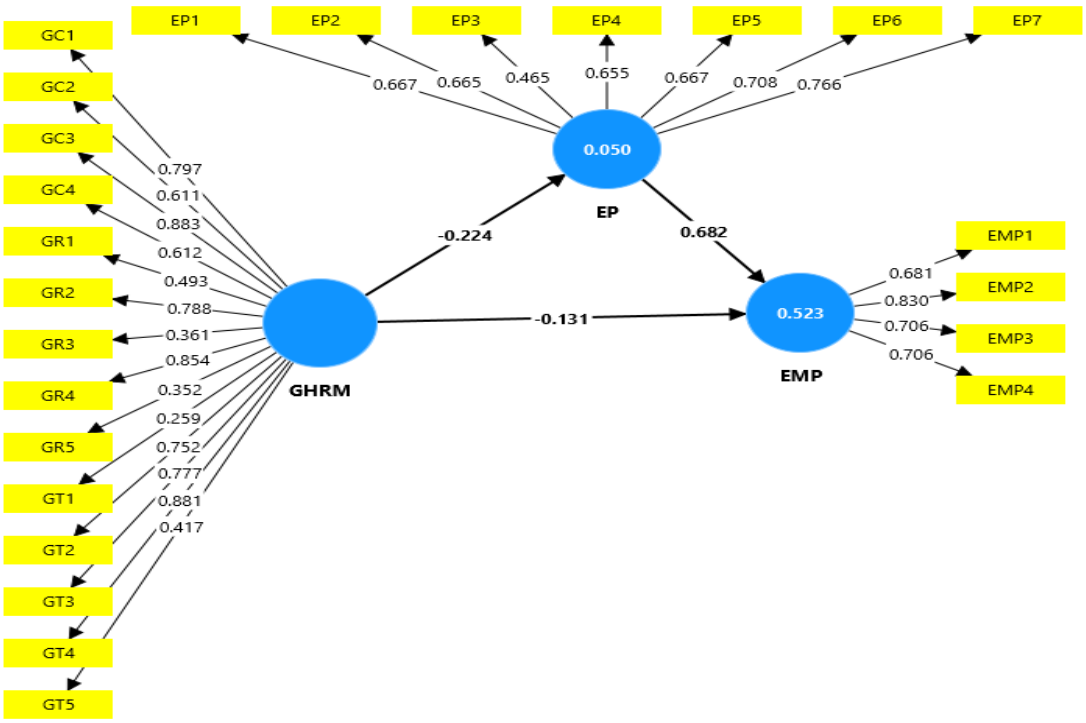

Figure 2: The Structure Equation Modelling 1

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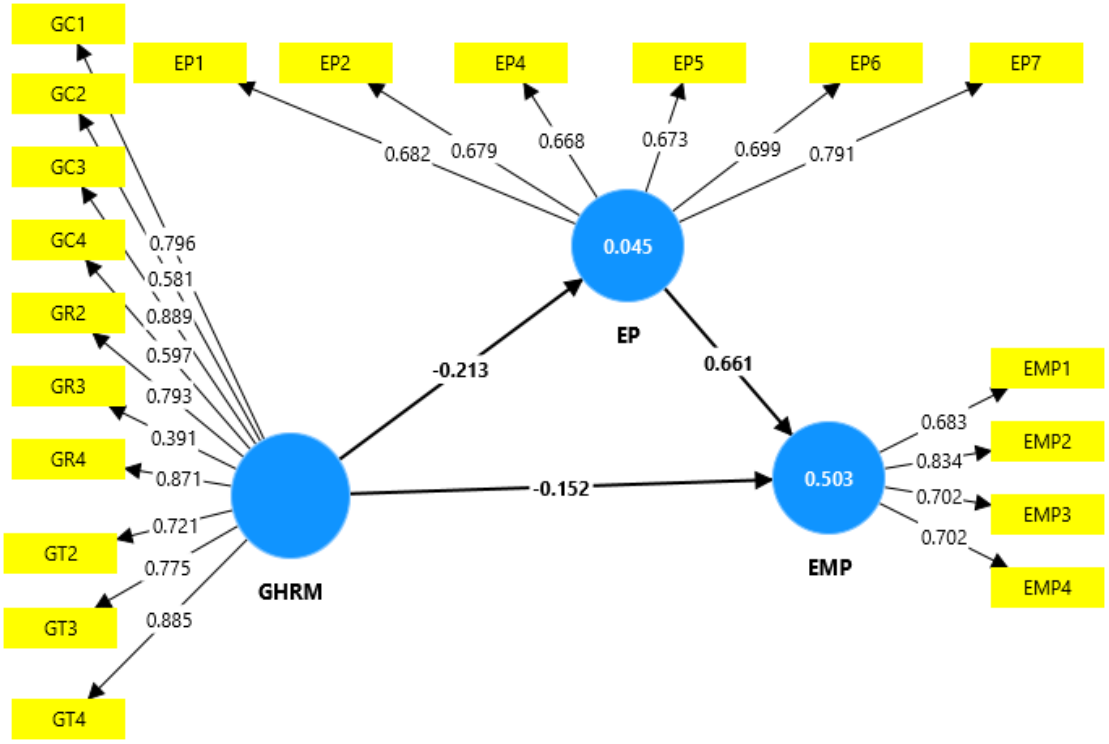

Figure 3: The Structure Equation Modelling 2

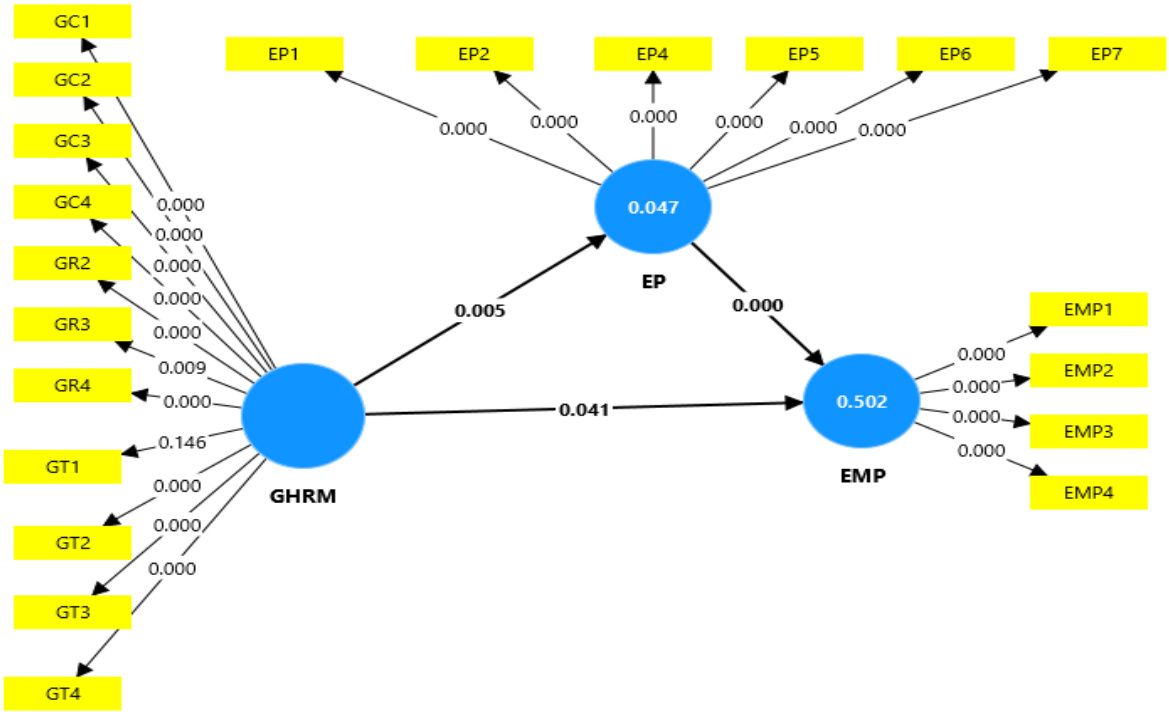

Figure 4: Bootstrapping

BOOTSTRAPPING

As noted, this section uses statistics to build a story on the influence of Green Human Resource Management (GHRM) on Employee Productivity (EMP) and Employee Performance (EP). This is how the data is structured:

Path Coefficient:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EP -> EMP	0.661	0.664	0.053	12.515	0.000
GHRM -> EMP	-0.148	-0.150	0.072	2.046	0.041
GHRM -> EP	-0.216	-0.259	0.078	2.781	0.005

Table 2: Path Coefficient

This table presents the results of a statistical analysis, likely from a structural equation modeling (SEM) or regression analysis.

Path Relationships:

EP -> EMP =Significant, P value 0.000 > 0.05

GHRM -> EMP = Significant P value 0.041 > 0.05

GHRM -> EP= Significant P value 0.005 > 0.05

All 3 paths are significant because the p-value is less than 0.05.

Cronbach's Alpha:

Cronbach's Alpha is a measure of internal consistency or reliability of a scale. It indicates how well the items in a construct (e.g., a survey or questionnaire) are correlated and whether they reliably measure the intended concept. A higher Cronbach's Alpha suggests greater internal consistency.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EMP	0.711	0.705	0.051	14.021	0.000
EP	0.794	0.790	0.034	23.520	0.000
GHRM	0.909	0.908	0.012	78.746	0.000

Table 3: Internal Consistency or Reliability by Cronbach's Alpha

Interpretation of Constructs:

1. **EMP (Employee Performance)**-Cronbach's Alpha: **0.711.** This indicates acceptable reliability (generally, values above 0.7 are considered acceptable). The construct is moderately reliable in measuring employee performance.
2. **EP (Environmental Performance)**-Cronbach's Alpha: **0.794.** This suggests good reliability (values between 0.75 and 0.85 are considered good). The construct is reliable in measuring environmental performance.
3. **GHRM (Green Human Resource Management)** Cronbach's Alpha: **0.909.** This is an excellent reliability score (values above 0.9 indicate high internal consistency). The items measuring GHRM are highly consistent.

Total indirect effect:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
GHRM -> EMP	0.143	0.172	0.055	2.591	0.010

Table 4: Total Indirect Effect

The total indirect effect is significant. The P value is less than 0.05.

Total effect:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EP -> EMP	0.661	0.664	0.053	12.515	0.000
GHRM -> EMP	0.291	0.323	0.068	4.252	0.000
GHRM -> EP	0.216	0.259	0.078	2.781	

Table 5: Total Effect

EP → EMP (Environmental Performance → Employee Performance).Original Sample (O) = 0.661 → **A** strong positive relationship between Environmental Performance (EP) and Employee Performance (EMP)**.**T-Statistic = 12.515 → A very high t-value, indicating strong statistical significance. P-Value = 0.000 → The relationship is highly significant **(p < 0.001)**.

GHRM → EMP (Green Human Resource Management → Employee Performance) Original Sample (O) = 0.291 → **A** moderate positive relationship between GHRM and Employee Performance. T-Statistic = 4.252 → A high t-value, indicating significance. P-Value = 0.000 → The effect is highly significant **(p < 0.001)**.

GHRM → EP (Green Human Resource Management → Environmental Performance) Original Sample (O) = 0.216 → A positive relationship between GHRM and Environmental Performance. T-Statistic = 2.781 → A t-value above 1.96**,** meaning statistical significance. P-Value = 0.005 →The effect is significant **(p < 0.01)**.

AVERAGE VARIANCE EXTRACTED:

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
EMP	0.537	0.535	0.042	12.711	0.000
EP	0.590	0.487	0.042	11.750	0.000
GHRM	0.510	0.491	0.065	7.903	0.000

Table 6: AVE

All p-values are 0.000, meaning all constructs (EMP, EP, and GHRM) are statistically significant. **T-values** are well above the typical threshold of **1.96 (**for 95% confidence), confirming strong significance.

Threshold: AVE ≥ 0.50 indicates acceptable convergent validity.

Construct validity-

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
EMP	0.711	0.732	0.822	0.537
EP	0.794	0.807	0.852	0.590
GHRM	0.909	0.918	0.923	0.556

Table 7: Construct Validity

Discriminant validity: Fornell and Larcker criterion

According to this criterion, discriminant validity is established if the **square root of the Average Variance Extracted (AVE) for each construct** (diagonal values) is greater than the **correlations between constructs** (off-diagonal values in the corresponding row and column).

	EMP	**EP**	**GHRM**
EMP	0.733		
EP	0.693	0.700	
GHRM	-0.293	-0.213	0.746

Table 8: Discriminant validity: Fornell and Larcker criterion

The diagonal values **(bolded)** represent the **square roots of AVE** for each construct. The off-diagonal values represent the **correlations** between constructs. Discriminant validity is achieved when the diagonal values are **greater** than all corresponding off-diagonal values in their row and column. **EMP (0.733).** The **square root of AVE (0.733)** is greater than its correlations with **EP (0.693)** and **GHRM (-0.293)**. Partial discriminant validity, but the correlation with **EP (0.693)** is very close to 0.733, which might raise concerns. **EP (0.700)**The **square root of AVE (0.700)** is greater than its correlation with **GHRM (-0.213)**. However, its correlation with **EMP (0.693)** is very close, which could indicate some overlap. **GHRM (0.746)**The **square root of AVE (0.746)** is greater than its correlations with both **EMP (-0.293)** and **EP (-0.213)**. Discriminant validity is established for GHRM.

Finding and Implications: The result of the above theoretical framework is acceptable. The data analysis clearly defines that there is a significant relationship between Green Human Resource Management and Employee Productivity and Employee productivity plays a mediating role between Green Human Resource Management and Employees' Performance. Banks that integrate Green Human Resource Practices, like paperless workflows, energy-efficient office environments, and sustainability-focused training, create a more engaged and motivated workforce. Employees working in an environmentally responsible organization often feel a sense of purpose, leading to higher job satisfaction and increased productivity. Productivity refers to the efficiency of employees in completing their tasks within a given timeframe. Green Human Resource Management positively affects productivity by reducing workplace stress (through eco-friendly initiatives), fostering innovation, and encouraging employees to be more proactive in their work. As productivity improves, employees become more effective in achieving organizational goals, leading to enhanced overall performance. When employees are more productive, their performance metrics—such as quality of work, efficiency, and job commitment—improve. This means that Green Human Resource Management contributes to better employee performance, but this effect is indirect and occurs through the increase in productivity.

Conclusion: The study confirms that Green Human Resource Management has a positive impact on both Employee Productivity and Performance. It highlights that environmental initiatives in Human Resource Practices can drive sustainable performance improvements. The mediating role of Employee Productivity further reinforces the importance of aligning HR policies with sustainability goals. This study highlights the significance of Green Human Resource Management practices as an innovative approach to enhancing employee performance. The findings confirm that Green Human Resource Management not only directly improves employee performance but also positively influences employee productivity, which in turn strengthens overall performance outcomes. The mediation role of employee productivity underscores the importance of aligning HR strategies with sustainability goals to maximize organizational benefits.

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