Greening the Public Workforce: A Strategic HR Perspective from Lucknow

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Abstract

Management construct Green HRM was first established and developed for the purpose of influencing workers to engage in environmentally friendly behaviour. In recent years, it has become a hot topic in the workplaces of all sizes throughout the world. Green practises are being embraced and firms are creating human resource policies to promote environmental management efforts because of the priority and focus of the top management. Employees need to be made aware of the importance of green initiatives at work, which is why green human resource management is so crucial in today's workplace. There are various reasons to become green, but the most important are increased energy usage and costs, environmental obligations, and tougher regulatory and compliance requirements by law. Green HRM and its role in creating a green environment for Lucknow's public sector firms are the focus of this research. Green HRM is examined as a factor in workers' pro-environmental performance (P-EP), environmental consciousness, and servant leadership. Employees at Lucknow's public sector enterprises provided the information for this study.

Keywords: Go green, Green HRM, Human Resource Management, Environmental awareness.

Introduction

Almost a century and a half of global industrial Many nations now face serious environmental issues as a result of development [1]. The global environment and economic and social well-being are threatened by industrial activities and their negative impacts. Environmental or green concerns, such as energy conservation, recycling, and renewable energy sources such as wind and geothermal, must be addressed by the public [2]. [1]

In order to carry out green management initiatives, businesses must adopt formal environmental strategies and programmes in which employees must be inspired, empowered, and environmentally aware of Greening. Green human resource management is a global environmental concern and the development of environmental standards. Green HRM is a modern management concept that was created and developed in part to influence workers' green behavior [3]. Employing human resource management techniques in an environmentally responsible manner is referred to as "Green HR" or "Green HRM." Corporate social responsibility programmes often include elements of environmental responsibility, and HR may play an important role in this. Environmentally friendly HR practises and the safeguarding of Knowledge capital [4] are the two essential components of Green HR.

A green HRM strategy is one in which human resources practises are aligned with the company's environmental management system. GHRM techniques have been shown to have a positive effect on pro-environmental behaviour in the IT sector, although the details of this effect are still unclear [5]. Over the last several years, organisational management methods have undergone a dramatic shift. Environmentally friendly HR practises such as Green HRM advocate for the use of resources in a manner that minimises waste in the workplace.

Green habits [6] refer to actions taken by workers in the course of their daily job that help the environment. One of the most important factors in successfully implementing green policies in the workplace is employee behaviour. Environmental management activities are more successful when workers are involved, according to research [7, 8]. This contributes to greater environmental performance and a competitive edge. One of the most important HRM tactics for increasing employee environmental awareness is the use of green human resources management techniques. A number of GHRM functions, all geared at improving environmental management, are included in the environmental management-focused GHRM procedures. Numerous research in other fields, including as tourism and hospitality [10],

information and technology [12], and the automotive sector, have been conducted on GHRM in the recent past, resulting in a growing body of knowledge. In spite of this, there is very little study on GHRM in higher education. A recent literature review by Pham et al. 13] has corroborated this, calling for further study in varied service sectors to be conducted. The study of Fawehinmi et al. [12] found that GHRM increases academics' green behaviours through the mediating role of environmental knowledge, while Gilal et al. [14] found that including green behaviours of employees in the management doctrine of higher education organisations is essential to enhancing organisational financial and environmental performance and to gaining employee commitment. As a result, this research attempted to provide a model of the impacts of green HRM practises on workers' green behaviours, namely, in-role, extra-role, and green creative behaviour in higher education institutions. A mediating function for green work engagement (GWE) was proposed among the previously described connections. Firstly, this study adds to the broader literature of GHRM, since the link between GHRM and workers' green work-related outcomes is still very much in its infancy. For the second time, it adds to the small corpus of HRM research in higher education organisations and green HRM research in higher education. A third unique aspect of this study is that it examines a model that includes variables such as green innovative behaviour and GWE for the first time in the GHRM literature.

Objective of the study

- To provide readers with a fundamental grasp of Green HRM.
- To learn about the benefits of using Green HRM.
- To identify the obstacles that stand in the way of its effective execution.

For the HR department to propose some viable green initiatives

Literature Review

HRM practises and policies that maintain a company, as well as those that try to minimise harm caused by anti-environmental actions in businesses, may be referred to as Green HRM (Yusoff, Nejati, Kee, &Amran, 2020). The term "green HRM" refers to a combination of techniques, policies, tactics, and strategies used to encourage workers of a business to adopt environmentally friendly behaviours and to establish a workplace that is resource-efficient while also being socially responsible (Ren, Tang, & Jackson, 2018). The goal of green human

resources management is to increase employee environmental consciousness, environmental efficiency, environmental participation, and environmental performance via training and development (Pham, Hoang, & Phan, 2019). To assist firms adopt environmentally friendly initiatives, the green HRM technique is regarded one of the finest methods to teach workers to be able to identify environmental issues in the workplace (Renwick, Redman, & Maguire, 2013). Because it is a relatively new technique, green HRM plays an important role in this research. It includes activities such as recruitment and selection, incentives and motivation, training and development, and assessments, all of which contribute to a more eco-friendly working environment overall (Yong, Yusliza, Ramayah, &Fawehinmi, 2019). Green HRM, on the other hand, has been understudied (Pham et al., 2020). There are a number of underlying strategies for green HRM, including investing in employees who are concerned about the environment, making employees aware of organisational environmental processes and empowering them to participate in those processes, and creating an environmentally friendly organisational culture (Kim et al., 2013). Recycling, trash reduction, water conservation, and energy conservation are all examples of acts undertaken by employees with the goal of lessening the negative repercussions of their coworkers' behaviours. Proactive P-EP and task-related P-EP are both included in the category of pro-environmental activities (Zhang et al., 2019). Behaviors that are needed by the company and described in the context of an employee's job are referred to as "task-related P-EP." Task-related P-EPs refer to the environmentally sustainable way in which workers carry out their vital responsibilities. As a result, the number of workers who carry out their primary organisational responsibilities in a manner that helps safeguard natural resources and the environment receives particular emphasis. P-EP refers to the level of employee initiative in green behaviour that goes beyond the individual's work duties. Workplace environment and job descriptions are not to blame for this sort of conduct. It comes from personal participation in dealing with unanticipated situations. In this study, the concept of "proactive P-EP," which is a relatively understudied area, is important because it involves a dependent and proactive approach to work, for example, by providing environmental recommendations, making necessary changes, identifying environmental issues, and finding solutions to those issues.3. Methodology

The study is mix of both (i) exploratory and (ii)descriptive approaches. The sample size of respondents is kept restricted to senior 100 executives, more or less evenly distributed in three companies as 33, 33, and 34 and contacted under snowball methods of interviewing.

The selection of senior executives is the criterion for interviewing, since such executives are found much knowledgeable and experienced in sharing their information over Green HRM. Thus it is judgment sampling technique with commonsensical amalgamation above two research approaches. The hypothesis is as follows:

H1. GHRM exerts a positive effect on employees' in-role green behaviors.

H2. GHRM exerts a positive effect on employees' in-extra green behaviors.

H3. GHRM exerts a positive effect on employees' GIWB.

H4. GHRM exerts a positive effect on employees' GWE.

Need For Green HRM

In today's global economy, green human resource management is essential.

Each human being's environmental awareness influences their life style and surroundings. Because of the importance and need of green human resource management in the workplace, the general workforce is concerned. Many factors have an impact on our personal and professional lives. The business world plays the most important role in advancing environmental challenges, and the corporate sector must provide clarity on these dangers. Now-a-days For a variety of reasons, organisations rely on green HRM.

Work must be meaningful and safe and healthy for employees and the environment must be protected in order to make the workplace a desirable place to be.

Employees should be taught how to carry out their duties in an ecologically responsible manner, both financially and non-financially.

Training, employee empowerment, and EMS (Environmental Management System) incentives may all be used to enhance environmental performance in the workplace.

Furthermore, it is essential that the company's workers be encouraged to participate in environmental management projects and efforts and that they are given the opportunity.

Corporate environmental initiatives must be successfully managed, without failure, and overcome implementation obstacles if they are to be successful (businesses face growing demand to deliver environmentally friendly goods and activities).

Green HR Initiatives

These days Global Human Resource Management (GHRM) methods are being adopted by companies all over the globe in an effort to obtain a competitive edge in the corporate sector. It's not difficult to fully implement GHRM in a company, but it does need a shift in management and employee attitudes about current HR methods. A key role for HR environmental executives could be to provide guidance to line managers on how to gain full staff cooperation in the implementation of environmental policies, which means HR needs to nurture supporters and create networks of problem solvers willing to act to change the current status quo.

As part of their efforts to become more environmentally friendly, organisations should implement the following green HRM activities.

Paperless office

The use of paper in the workplace has decreased as a result of the advent of information technology.

Nowadays, e-business and learning have transformed the workplace, resulting in paperless workplaces.

An workplace with a "paperless" policy reduces or eliminates the usage of paper by automating the processing of official documents and other types of paperwork. Tradition to a large degree will minimise paper usage and the expenses of paper-related operations like as printing, copying, and storage as well as the time spent looking for paper documents. We can directly safeguard natural resources, avoid pollution, and decrease waste of water and energy by lowering the usage of paper documents.

Preservation of Energy

Energy conservation in the workplace has the potential to have a significant environmental effect. Many workplaces throughout the globe have introduced energy saving measures to lessen their influence on the environment and deliver more efficient and environmentally friendly services. The upper branch of Sky's HR department has initiated a programme in which staff are requested to switch off their computers, televisions, and lights when they leave work in order to utilise 100% renewable energy. The widespread adoption of energy

star-rated light bulbs and fixtures, which use at least two-thirds less energy than standard lights, is also being promoted by organisations like the EPA.

Green printing

When you print out documents, you're using more paper, toner, and releasing more CO2. A programme called "pre-ton saver" is being used by organisations, which may cut paper consumption by 20% and toner and ink consumption by 50% without affecting the quality of the output picture or printouts.

Green Building

Organizations all around the globe are increasingly choosing green buildings to house their workplaces in favour of more conventional ones. Green buildings meet specific criteria for limiting the exploitation of natural resources that are used in their construction, which is a trend-setting phenomena. In addition, energy efficiency, renewable energy, and storm water management are all included in green buildings.

Save water

Waste of water in production and watering the business lawns should be abolished completely. Leakage from sinks and toilets must be closely checked to avoid water waste.

Recycling and waste disposal

Recycling is the method of processing used up materials (waste) into new and useful products.

Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Therefore, this

technique saves energy and reduces the amount of waste that is thrown into the dustbins, thus making the environment cleaner and

the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount

of recycled products and Recycling is the practise of repurposing previously used resources (trash) to create something fresh and valuable.

The raw resources that would have otherwise been utilised to make new items may be saved via recycling. As a result, this method saves energy and minimises the quantity of garbage that is deposited in the dustbins, keeping the environment and the air cleaner and fresher. Recyclable items are becoming more common, and trash is decreasing, as a result of green efforts implemented by a number of companies.

Because so many human resources (HR) experts realised that green efforts were an essential part of overall CSR, the corporate world is once again chanting the ancient mantra of the three Rs: Reduce, Reuse, and Recycle. Recycling of glass, paper, plastic, metal rubbish, and manufacturing waste materials should be utilised.

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Green Recompense

Employees are rewarded for their work via recompense and awards, which are the primary HRM activities. In the \senvironment of Green HRM, incentives and remuneration may be viewed as viable methods for boosting environmental activities in organisations. Awarding departments and people for environmentally friendly activities and efforts, such as those that reduce waste, conserve natural resources, and use less energy.

Saving Electricity

Innovative measures such as encouraging volunteers to turn off lights and fans when not in use and installing solar panels may help conserve electricity.

Results and Discussion

Strategic Implementation Practices	APIs in %
1. Online advertisement and invitation of online application:	69%
2. Green recruitment and selection of candidates:	68%
3. Green Orientation	74%
4. Green Performance management and evaluation.	58%

5. Green learning and development:	78%
6. Green compensation and reward system.	56%
7. Green health and safety management:	78%
8. Green employee discipline management	78%
Mean	70
SD	8.89
CV	12.7%

Table 1. APIs of Strategic Implementation of 8 Green HRM Practices in MNCs as envisaged in % by sampled (n=100) senior executives. Source: field study

Findings

Eight MNC strategies for strengthening the green HRM milieu may be deduced from the table and graph that precedes this. In terms of API, the mean value ranges from 56 percent to 78 percent (6 or 8), with APIs totaling 70 percent for all 8 practises, indicating that MNCs are putting in a substantial amount of effort to adopt Green HRM in various ways.

Challenges Faced in Implementation of Green HRM

Green HRM practises have several advantages, but MNCs encounter a few problems when they apply them.

•The process of hiring and training a new employee who is committed to environmentally friendly practises is a difficult one.

•Setting criteria for evaluating workers' adherence to green practises may be a challenge.

•The Organization's green HRM practises may elicit a reluctance from certain of its personnel.

•Because green HRM requires a large upfront cost and may provide a minimal return, it may be difficult for senior management to endorse it.

•It takes a long time and a lot of effort to maintain and grow the green culture in MNCs.

Suggestions

• HR managers have the power to encourage their staff to adopt environmentally-friendly habits.

•Green practises may be implemented with the help of comprehensive training for personnel.

•Innovations in environmentally friendly methods are always welcome.

•The inclusion of monetary incentives for environmentally friendly behaviours might be considered.

•Those who violate the Green Practices' regulations may face harsh disciplinary measures.

Factor Analysis

This kind of study is called factor analysis, and it explores the underlying components that are assessed by (a big) number of observable variables. IQ, depression, and extraversion are a few examples of "underlying characteristics" that might be difficult to pin down. Often, we strive to construct several questions that -at the very least- represent such aspects in order to measure them.
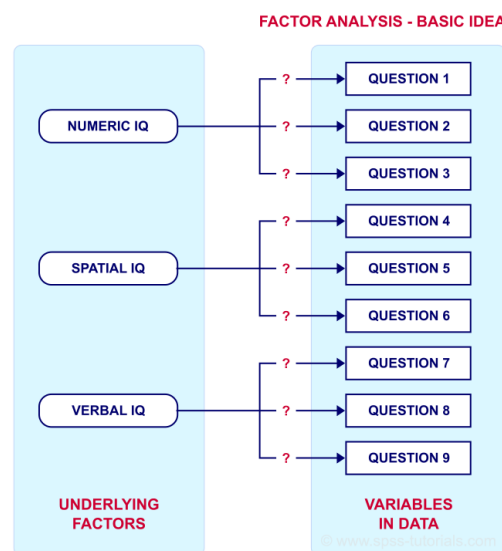

Figure 1: Factor Analysis

4.5 Confirmatory Factor Analysis

after measuring questions 1 through 9 on a simple random sample of respondents, I

computed this correlation matrix. Now I could ask my software if these correlations are likely, given my theoretical factor model. In this case, I'm trying to confirm a model by fitting it to my data. This is known as "confirmatory factor analysis".

v1 Clients' privacy is taken into account.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Fully disagree	3	.8	.8	.8
	2	15	3.9	4.0	4.8
	3	42	10.8	11.2	16.0
	4	80	20.6	21.3	37.3
	5	81	20.9	21.6	58.9
	6	79	20.4	21.1	80.0
	7 Fully agree	57	14.7	15.2	95.2
	8 No answer	18	4.6	4.8	100.0
	Total	375	96.6	100.0	
Missing	System	13	3.4		
Total		388	100.0		

Figure 2: SPSS Analysis

We can learn a lot about our data by doing a simple data check:

All of the frequency distributions seem to be logical. — We don't detect anything out of the ordinary in the data we have collected.

— All variables are interpreted as positive if their values are greater than zero.
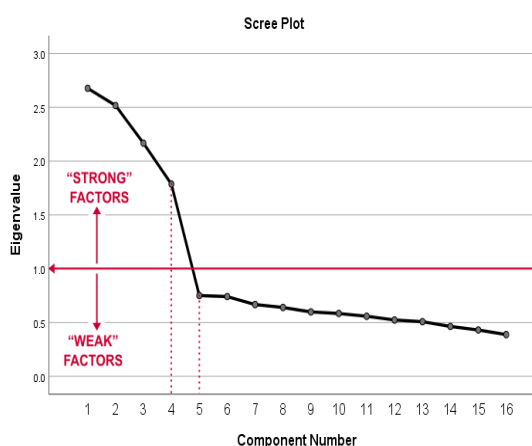

Figure 3: Eigen Values

The Eigenvalues (quality ratings) we just saw are shown in a scree plot. We can observe that the Eigenvalues of the first four components are all greater than 1. These "strong factors" are taken into account. There is a substantial decline in Eigenvalues from component 5 and beyond. It is clear that four aspects are at the root of our queries based on the dramatic decline in components 1-4 to components 5-16.

• As a user-missing value, we need to set the value 8 ("No response") for all variables.

The level of missing data in all variables isn't as awful as one may expect.

Conclusion

We may infer from the above facts and studies that we can integrate green HR practises in a business with proper planning, management, organising, and leadership. Telecommuting, online training, teleconferencing, electronic filing and virtual interviews are among the most common results of green HR practises. Also popular are job sharing, recycling, and constructing more energy efficient office facilities. Green initiatives are becoming

increasingly common in the workplace as society becomes more ecologically aware. It may be difficult to establish green HRM practices in the early stages, but once they are in place, the firm benefits from sustainability and competitive advantage by assuring corporate social responsibility. Because of this, companies should include green HRM practices into their day-to-day operations. Extrinsic and intrinsic methods to GHRM will be examined in future studies, based on the findings of this research. According to the findings, further research should be done in this area in the future.

With additional inquiry into the specific processes underlying the link between GHRM and its effects. GHRM

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