



**A STUDY ON GREEN HRM PRACTICES AND POLICIES AT SIBAFLO
NATURAL DECORATIONS PRIVATE LIMITED, THOOTHUKUDI**

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ABSTRACT:

Green Human Resource Management (Green HRM) is focused on integrating environmental sustainability principles into human resource practices within organizations. It emphasizes environmental awareness, training and development programs on sustainability practices, performance management systems aligned with green goals, and employee engagement initiatives promoting eco-friendly behaviors. The benefits of adopting Green HRM practices are improved cost savings through resource efficiency and a positive impact on the environment. This involves fostering a green mindset among employees, where sustainability is viewed as a core value that guides decision-making at all levels. This cultural shift towards environmental consciousness can lead to a more proactive approach in identifying and implementing eco-friendly practices throughout the organization. This includes sourcing environmentally friendly materials, promoting energy-efficient production processes, and encouraging responsible product disposal and recycling. It sets clear environmental goals and inspires employees to contribute towards a greener future. Furthermore, fostering a culture of innovation enables organizations to continuously explore and implement new technologies and practices that reduce their environmental footprint and create long-term value. By aligning HR practices with green principles, organizations can not only reduce their environmental impact but also enhance their overall competitiveness, reputation, and resilience in a rapidly evolving global landscape.

Keywords: Green HRM Practices, Eco-Friendly HR Policies, Green workplace initiatives, sustainable HRM, Green training and development.

INTRODUCTION:

Green Human Resources Management (GHRM) is a set of policies, practices, and systems that stimulate the green behavior of a company's employees to create an environmentally sensitive, resource-efficient, and socially responsible organization. The private sector plays a fundamental role in stopping climate change. For companies to succeed

and move forward in their sustainability journey, a top-down approach is essential, as is the support of the senior management including People and HR. It is a strategic approach that integrates environmental sustainability principles into various human resource practices within organizations. This innovative concept seeks to harmonize the goals of ecological preservation with traditional HR functions, aiming to create a workplace culture that prioritizes environmental stewardship alongside business objectives. Green HRM involves initiatives such as recruiting environmentally conscious individuals, providing training on sustainability practices, setting environmental performance goals, and rewarding employees for contributing to green initiatives. By incorporating green workplace practices and fostering employee engagement in environmental efforts, Green HRM not only reduces the organization's environmental footprint but also promotes a sustainable business model aligned with global environmental goals. Through its holistic approach, Green HRM endeavors to create a symbiotic relationship between human capital management and environmental responsibility, driving organizations toward a greener and more sustainable future.

GREEN HRM PRACTICES:

- Encourage employees, through training and compensation, to find ways to reduce the use of environmentally damaging chemicals in their products.
- Assist employees in identifying ways to recycle products that can be used for playgrounds for children who don't have access to healthy places to play.
- Designs a company's HRM system to reflect equity, development, and well-being, thus contributing to the long-term health and sustainability of both internal (employees) and external communities.
- Use of job portals of companies for recruitment and custom of telephone, internet, and video interviews, which can lessen the travel requirements of the candidate and affect the paperwork reduction.
- Green HR rewards employees by providing nature-friendly workplace and lifestyle benefits through providing carbon credit equalizers, free bicycles, and pollution-free vehicles for transportation to the workplace to engage employees in green agenda.

GREEN HR POLICIES:

1. Sourcing and acquisition of human resources
2. Green recruitment and selection
3. Orientation
4. Learning and development
5. Green performance management
6. Green compensation and reward management

STATEMENT OF THE PROBLEM:

However, despite the growing awareness of the need for Green HRM practices and policies, there remains a gap in understanding the specific challenges, strategies, and outcomes associated with their implementation within diverse organizational contexts. This study aims to address this gap by thoroughly examining the current landscape of Green HRM practices and policies, exploring the barriers and enablers to their adoption, assessing their impact on organizational performance and employee engagement, and providing actionable insights for organizations seeking to embed sustainability principles into their HRM strategies. By delving into these aspects, this research seeks to contribute to both academic literature and managerial practice, ultimately paving the way for more effective and sustainable HRM approaches in the modern workplace

OBJECTIVES OF THE STUDY:

- To study about Green HRM trends.
- To explore Green HRM practices and policies in the organization.
- To identify the relationship between Green HRM practices with employee motivation, job satisfaction, and organizational commitment.
- To analyze what extent and how HR policies and practices can improve Green HRM.

NEED FOR THE STUDY:

Firstly, as organizations increasingly recognize the importance of environmental sustainability, there is a growing demand for integrating green initiatives into HRM practices. Secondly, studying green HRM practices can help identify the potential benefits, challenges,

and barriers associated with implementing such initiatives, thereby informing decision-making processes for HR professionals and organizational leaders. Furthermore, by examining the impact of green HRM practices on employee attitudes, behaviors, and organizational outcomes, Overall, the need for this study lies in its potential to advance knowledge, inform practice, and contribute to the broader goal of promoting environmental sustainability within organizations.

SCOPE OF THE STUDY:

The scope of study in green HRM encompasses various aspects, including recruitment and selection processes that prioritize candidates with environmental awareness and skills, training and development programs aimed at fostering sustainability competencies among employees, performance management systems that incorporate environmental goals and metrics, and initiatives for promoting eco-friendly workplace behaviors and practices. Additionally, the scope extends to examining the role of leadership in championing sustainability initiatives, the impact of green HRM on employee attitudes, motivation, and well-being, as well as the overall organizational culture and reputation. Furthermore, the scope may involve exploring the alignment of green HRM practices with broader corporate sustainability strategies and examining the potential challenges and barriers to implementing green HRM initiatives effectively. Overall, the scope of study in green HRM is multidimensional, encompassing various HRM functions and their integration with environmental sustainability goals to promote organizational and societal well-being.

COMPANY PROFILE:

Sibaflor Natural Decorations Private Limited is an export-oriented unit with easy access to world-class raw materials. Their company is popular for its design, quality, and product concepts in home decoration. 90% of the products manufactured are in ready-to-retail packaging and they cater to customers all over the world. Sibaflor meets all necessary quality, environmental, health & safety, supply chain security, and legal requirements. Experienced workers 500 and 80+ staff to take care of day-to-day operations.

Sibaflor is committed to achieving a self-reviewing organization in perpetuity by adopting QMS as a way of life. They believe in the importance of the process. Products will be evaluated both by their results and the process adopted. Their focus will be on 'innovating products for the circular economy. They believe in integrating safety, health, and

environmental practices into business activities. They strive to build long-term relationships based on trust and interdependence between, customers, employees, and suppliers.

Manufacturing and supply of natural decorations and aligned products are Rectangle Flower Arrangements, Bowl Potpourri, Acetate Box Potpourri, Round Flower arrangements, Broad Bouquets, Wreath Regular Flower, Lara Stick Bunch, SIBAFLOP Potpourri and Plaster of Paris.

REVIEW OF LITERATURE:

Renwick et al. (2008) specified that distinguished policies in the fields of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered powerful tools for aligning employees with an organization's environmental strategy.

Jabbour, Santos, & Nagano (2010) discovered that functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal, and rewards are defined as green HRM. In 2011, Jabbour again defined green HRM as „the level of greening of human resource management practices“ in terms of functional and competitive dimensions of HRM.

Zoogah 2010 defines green training and development as the organizational development of attitudes, behaviors as well as knowledge, and skills among employees to help avert the corrosion of the environment. An important point to note is that there is a strong positive correlation between employee training and the development of organizational performance. It is the role of an organization's HRM department to impart the necessary training developmental skills and knowledge among the employees for them to remain competitive in the job market.

Mandip (2012) thinks that green initiatives within HRM form part of wider programs of corporate social responsibility. Green HR essentially consists of two major elements that are environment-friendly HR practices and the preservation of knowledge capital.

Cherian and Jacob (2012) identified that recruitment, training, employee motivation, and rewards are important human dimensions that contribute to the improvement in employee implementation of green management principles.

RESEARCH METHODOLOGY:

The research was made by the survey by the convenience of the workers. The sampling technique used was convenience sampling. By adopting a random sampling method, a sample of 50 respondents was selected from Sibafloor Natural Decorations Private Limited. And the questionnaire was distributed to get the primary data from them.

DATA COLLECTION:

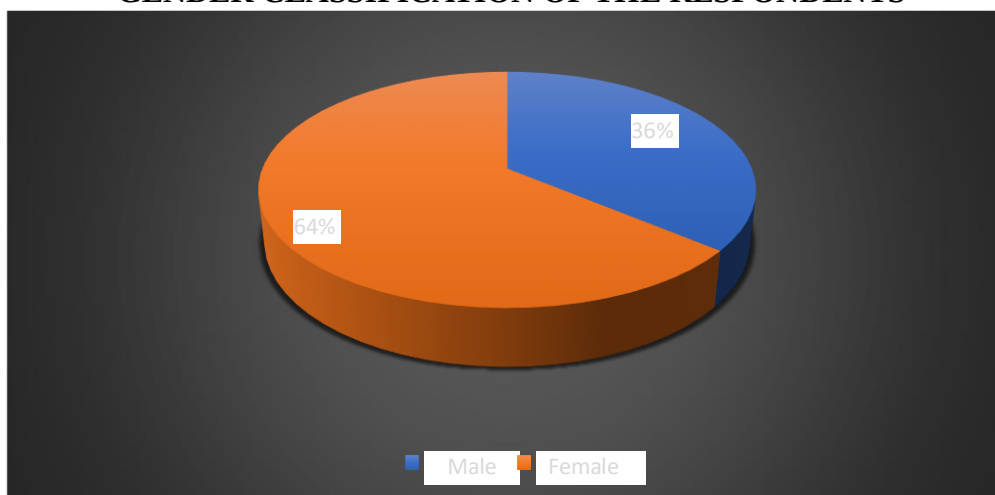
To accomplish the objective of the study both primary data and secondary data were utilized. Primary data refers to the collection of first-hand data. The information was collected from the respondents by A structured questionnaire, Observation, Interview and direct conversation with the measurement. Secondary data refers to the past primary data collected data was collected through Textbooks, Records of industry, Journals from the library, Academic reports, and Webster.

TOOLS FOR ANALYSIS:

After the data have been collected it has to be analyzed the data obtained from the questionnaire is consolidated. Tabulation is a part of technical procedure where classified data are put in the form of tables two tables obtained should be analyzed with statistical techniques and tools so that interpretation would be precise. After the project's completion, the results and suitable suggestions are given the statistical tools used for analyzing the data collected are, Simple percentage analysis, Bar graph, Pie chart, Funnel Diagram, and ANOVA.

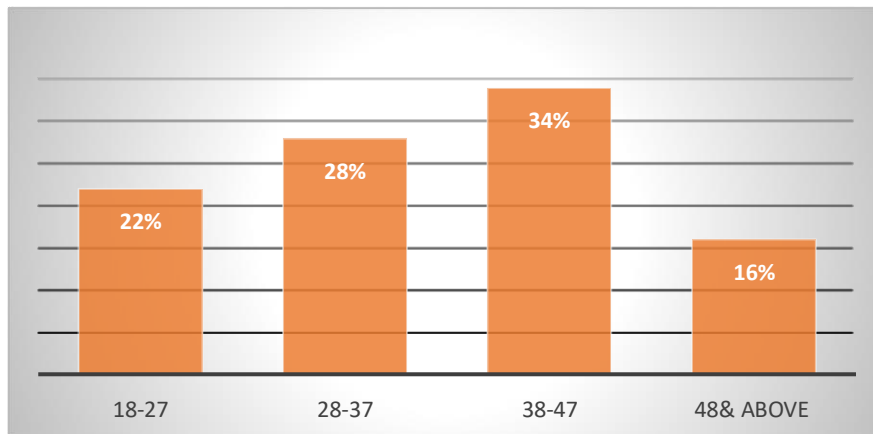
DATA ANALYSIS AND INTERPRETATION:

GENDER CLASSIFICATION OF THE RESPONDENTS



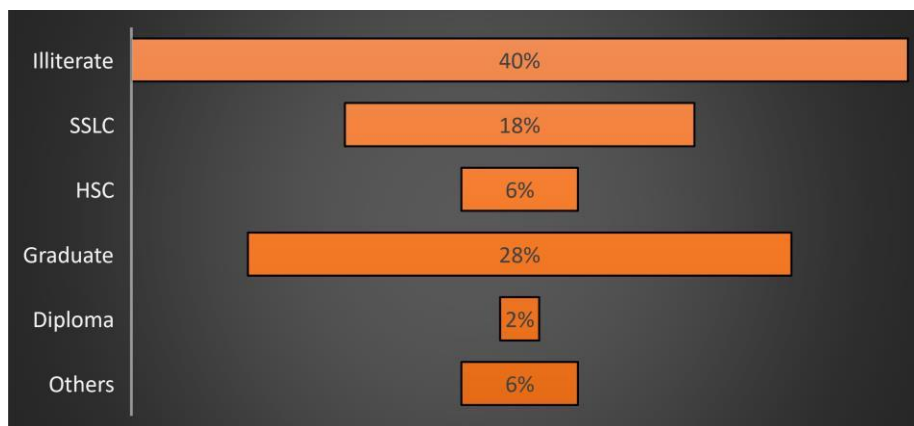
INFERENCE: 64% female respondents and 36% male respondents, it indicates a higher representation of females in the data compared to males.

AGE CLASSIFICATION OF THE RESPONDENTS:



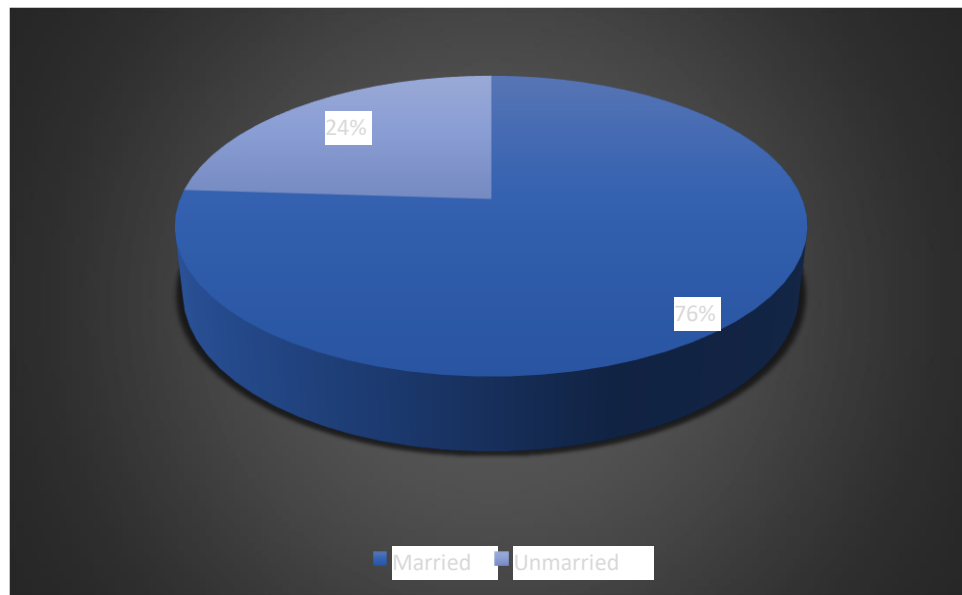
INFERENCE: The highest percentage of respondents falls within the age range of 38-47, comprising 34% of the sample. This indicates a significant presence of middle-aged individuals in the data. The next most represented group is the 28-37 age range at 28%, followed by the 18-27 age range at 22%. The lowest percentage is in the 48 & above category, with 16% of respondents.

EDUCATIONAL CLASSIFICATION OF THE RESPONDENTS



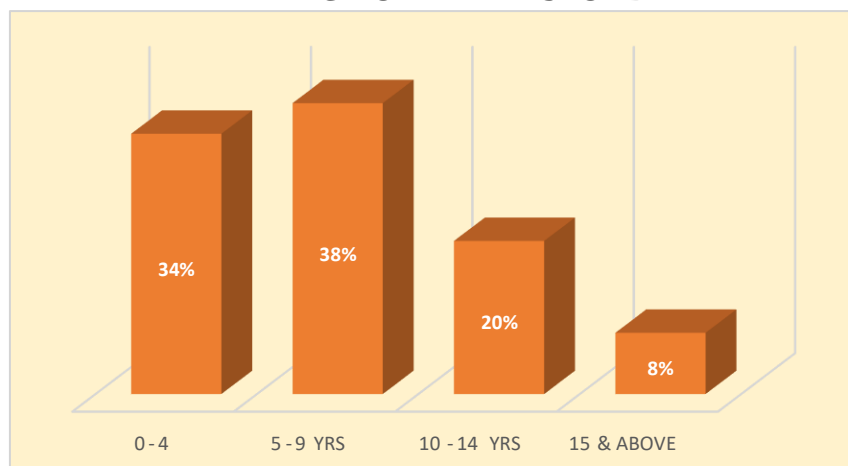
INFERENCE: From the educational classification of the respondents, it is evident that there is a significant portion of the sample that is illiterate, comprising 40% of the respondents. The second most represented group is graduates, accounting for 28% of the sample, followed by SSLC (Secondary School Leaving Certificate) holders at 18%. The low percentages of respondents with HSC (Higher Secondary Certificate), Diploma, and Others suggest a smaller representation of individuals with these educational backgrounds in the sample.

MARITAL STATUS OF THE RESPONDENTS



INFERENCE: The data on the marital status of the respondents indicates that the majority, comprising 76% of the sample, are married. On the other hand, unmarried respondents make up 24% of the sample.

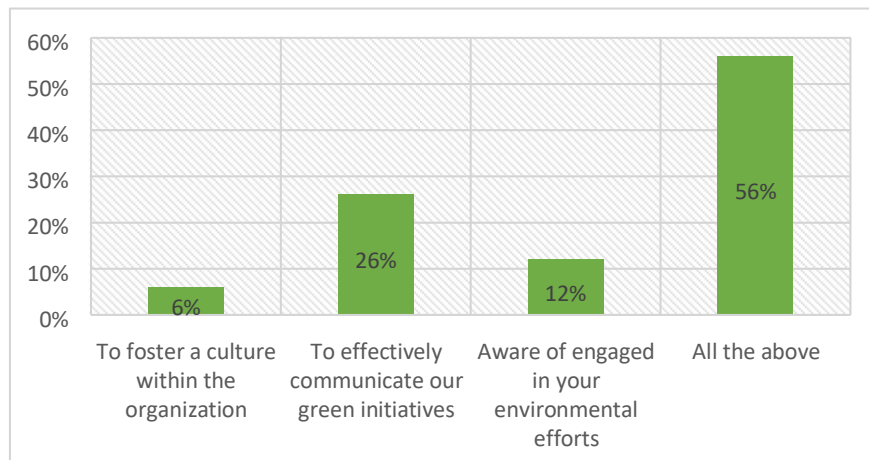
EXPERIENCE OF THE RESPONDENT



INFERENCE: The experience distribution of the respondents shows that the largest proportion, at 38%, falls within the 5-9 years' experience range. The next most represented group is the 0-4 years' experience range, comprising 34% of the respondents, indicating a

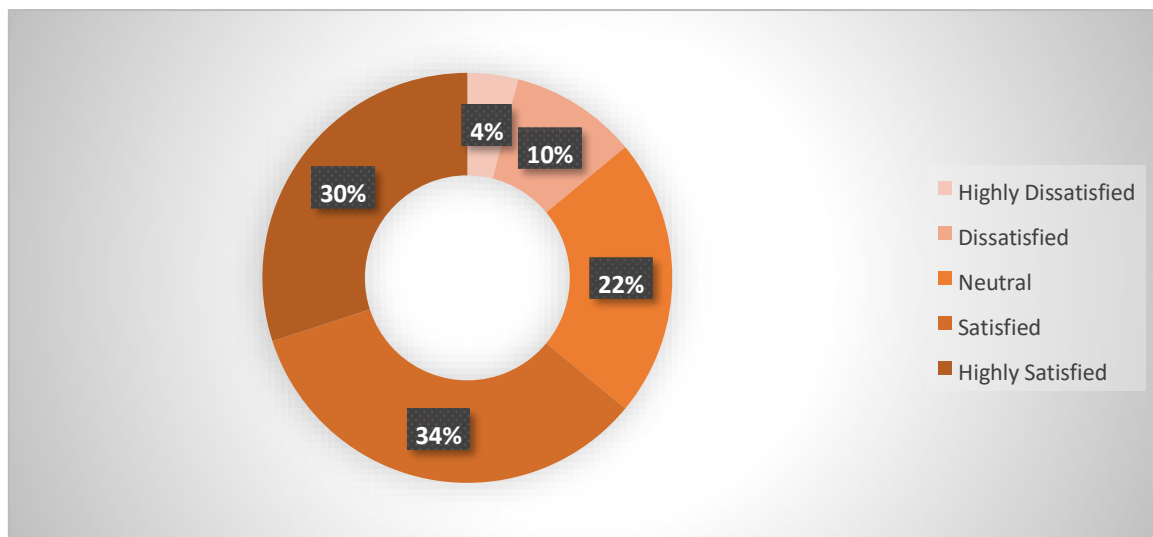
significant portion of relatively early-career participants. The percentages decrease for higher experience categories, with 10-14 years' experience at 20% and 15 years and above at 8%.

NEED FOR GREEN HRM



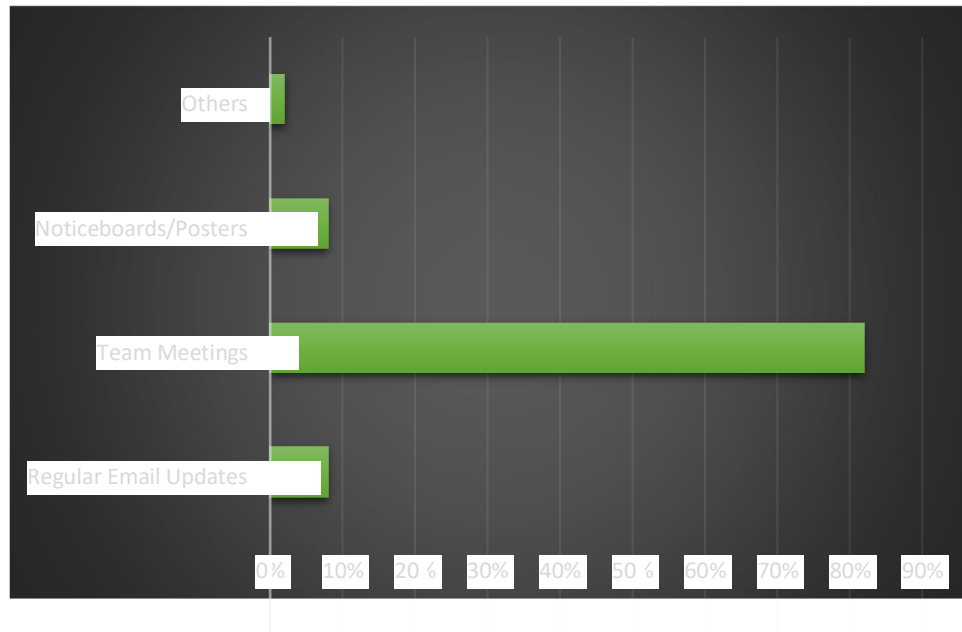
INFERENCE: This is indicated by the desire to foster a culture promoting environmental initiatives (6%), effectively communicate green initiatives (26%), and engage employees in environmental efforts (12%), totaling 56%.

SATISFACTION LEVEL OF CURRENT APPROACH IN GREEN HRM



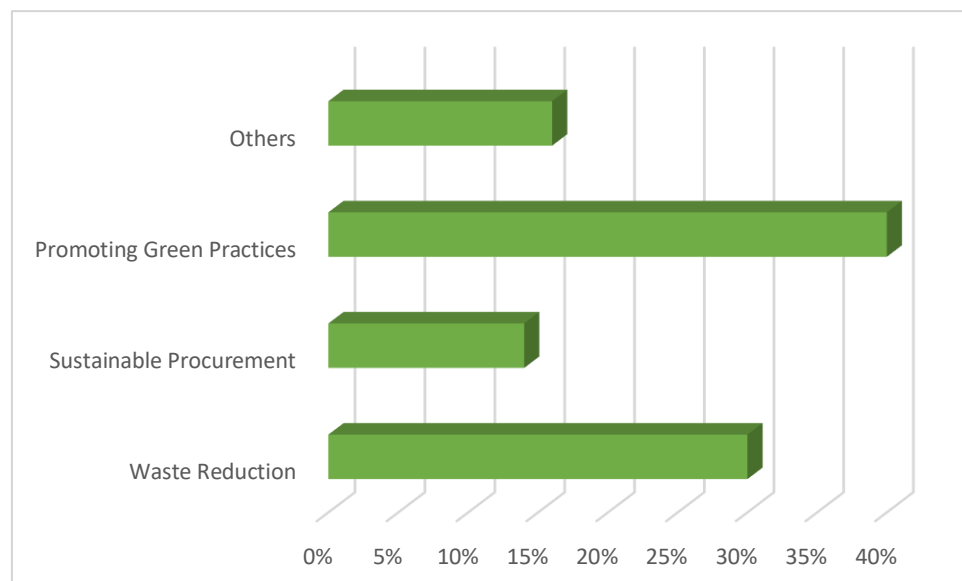
INFERENCE: The inference drawn from these percentages is that while a significant portion of employees (64%) are satisfied or highly satisfied with the current approach in GHRM, there is still a notable percentage (14%) who are dissatisfied or highly dissatisfied. Additionally, a considerable portion (22%) remains neutral.

COMMUNICATION OF GREEN INITIATIVES



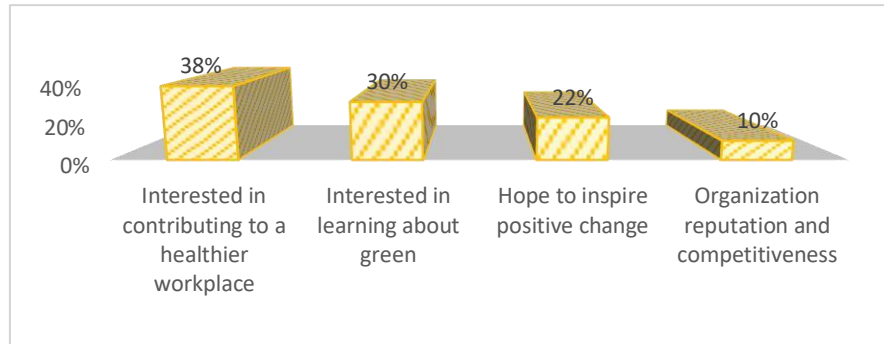
INFERENCE: The inference is that team meetings are the primary method of communicating green initiatives within the organization, with a significant majority (82%) utilizing this approach. Regular email updates and noticeboards/posters are also utilized, others to a lesser extent. Additionally, a small portion (2%) utilize other methods for communication.

REDUCTION OF ENVIRONMENTAL IMPACT



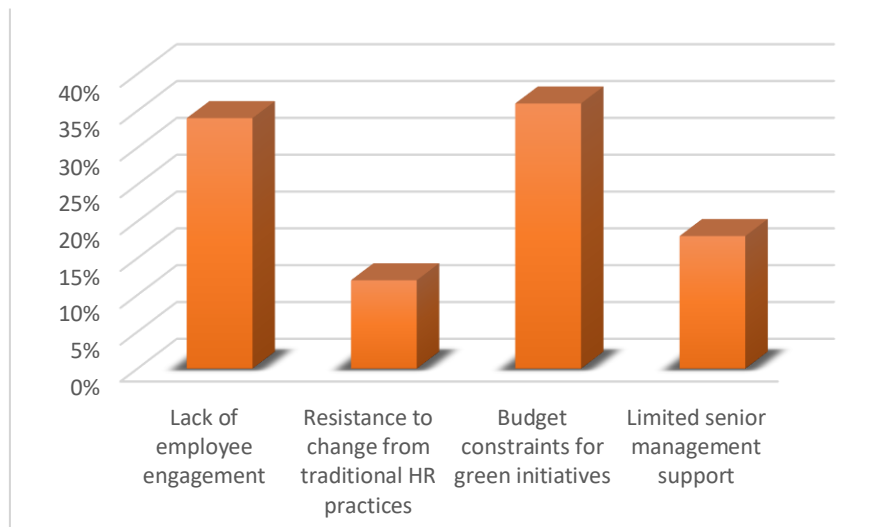
INFERENCE: The highest impact on reducing environmental impact at 40%, followed by waste reduction at 30%, sustainable procurement at 14%, and other methods at 16%.

EMPLOYEE INTEREST LEVEL IN GREEN HRM PRACTICES



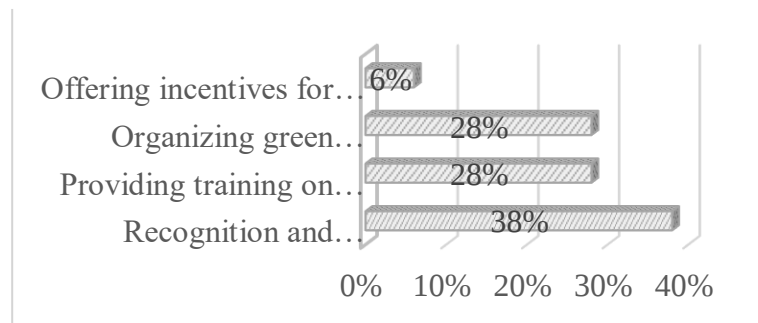
INFERENCE: Employees are interested in contributing to a healthier workplace (38%) and learning about green practices (30%). Additionally, there is a notable percentage (22%) who hope to inspire positive change, indicating a considerable level of interest in environmental sustainability among employees. However, the percentage interested in green practices for organizational reputation and competitiveness is comparatively lower at 10%.

CHALLENGES OF GREEN HRM IMPLEMENTATION



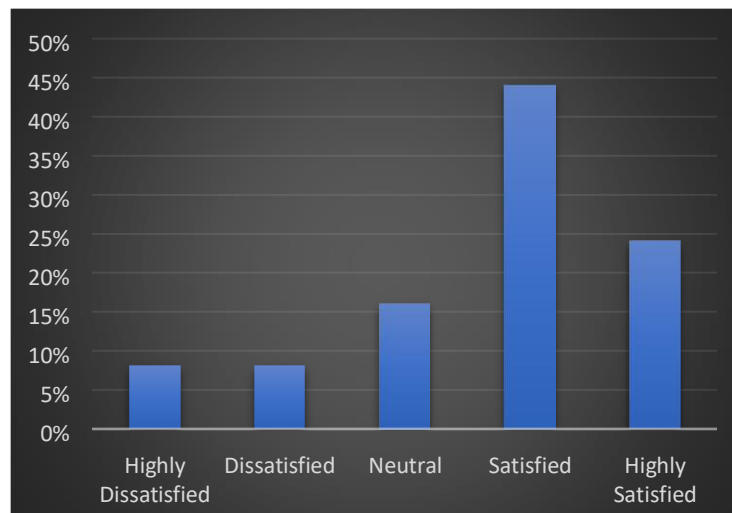
INFERENCE: 36% of respondents indicated this as an obstacle. Lack of employee engagement is also a notable challenge, as indicated by 34% of respondents.

ADAPTATION OF GREEN HRM PRACTICES



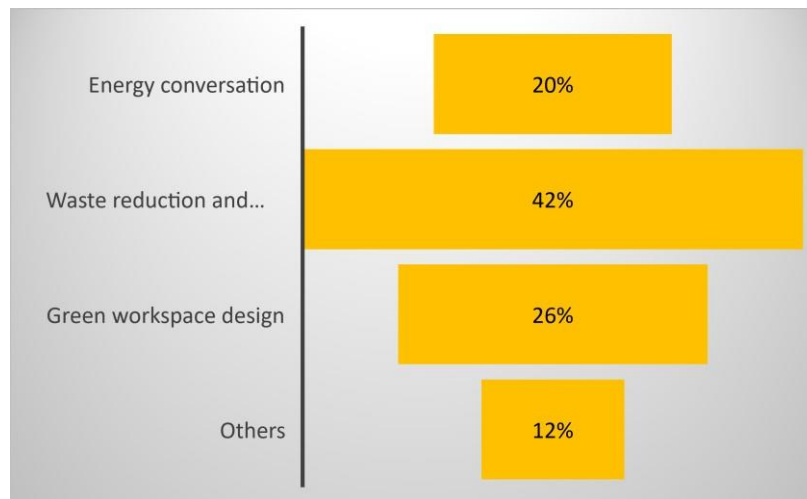
INFERENCE: Based on the provided percentages, it can be inferred that organizations primarily focus on recognizing and rewarding eco-friendly practices (38%) as a key strategy for adopting Green HRM practices. Following closely, providing training on environmental sustainability (28%) and organizing green challenges or competitions (28%) are also significant methods employed to encourage the adoption of green practices among employees.

REWARDS IMPLEMENTING TO DEVELOP ECO-FRIENDLY ORGANIZATION



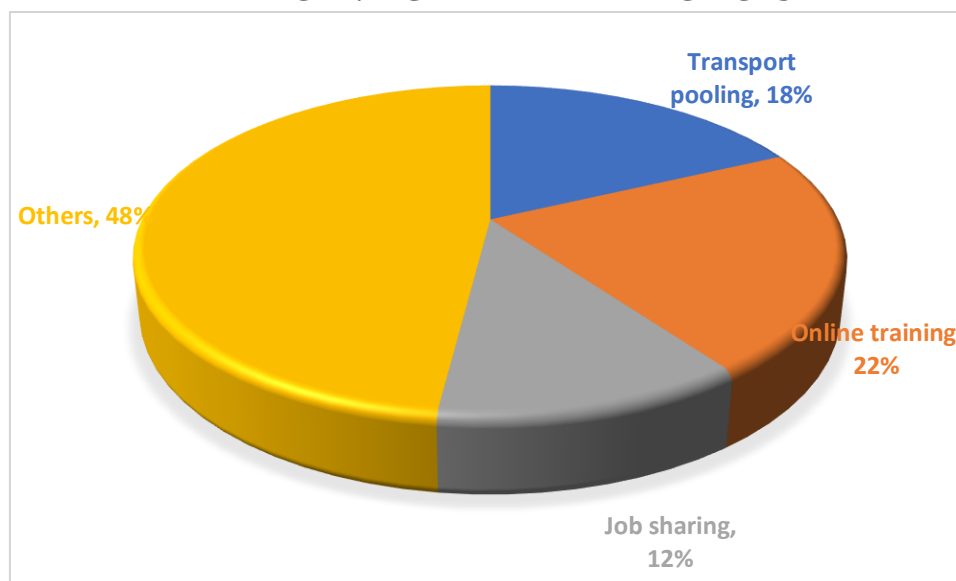
INFERENCE: The data suggests that a significant portion of employees are satisfied or highly satisfied with the rewards implemented to develop an eco-friendly organization. However, there is still room for improvement as there are percentages of employees who are either dissatisfied, highly dissatisfied, or neutral.

OBSERVATION LEVEL OF HR POLICIES OR INITIATIVES



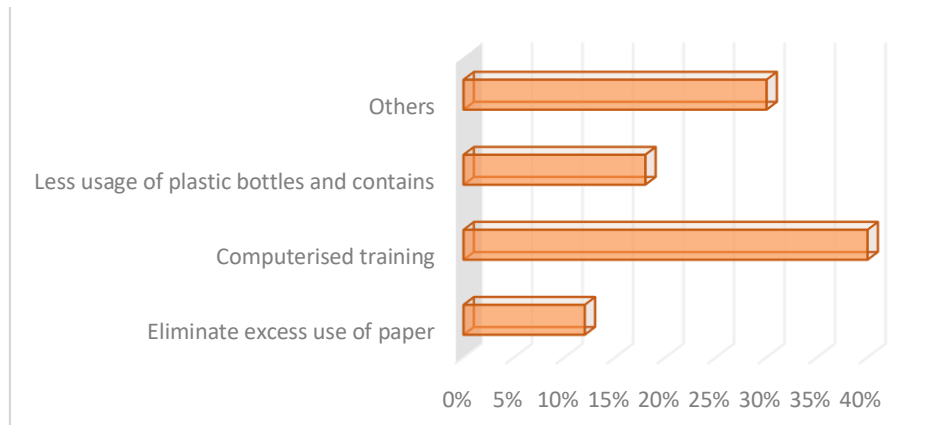
INFERENCE: 42% of respondents indicated their focus on this area. This suggests that organizations are placing a significant emphasis on implementing policies and initiatives related to waste management and recycling as part of their green HRM efforts.

ATTRACTIVE GREEN HRM PRACTICES



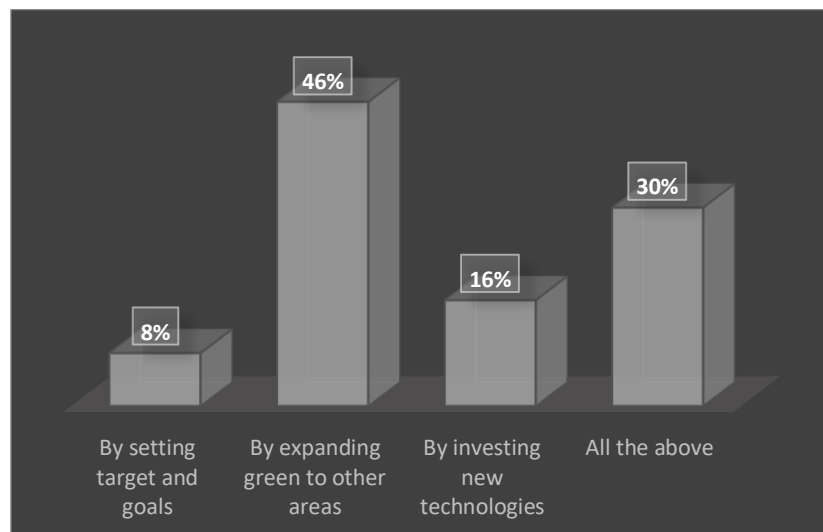
INFERENCE: (48%) find other attractive Green HRM practices. This indicates that there are additional practices or initiatives beyond the specific options mentioned (transport pooling, online training, and job sharing) that are appealing to respondents in terms of promoting sustainability and green practices within the HRM context.

BEST PRACTICE OF GOING GREEN



INFERENCE: (40%) consider computerized training as the best practice for going green. This suggests that leveraging technology to deliver training and educational materials in a digital format is seen as an effective way to reduce paper usage and promote environmentally friendly practices within the organization.

ENHANCING GREEN HRM PRACTICE IN THE FUTURE



INFERENCE: 46% believe that expanding green initiatives to other areas is crucial for enhancing Green HRM practices in the future. This suggests a strategic focus on broadening the scope of environmental initiatives beyond the traditional HR functions, indicating a holistic approach towards sustainability within the organization.

ANOVA- EXPERIENCE AND AGREED STATEMENT OF EMPLOYEES TOWARDS GREEN HRM PRACTICES

H0: There is no significant difference between experience and agreed statement

H1: There is a significant difference between experience and contribution to a positive organizational culture

H2: There is a significant difference between experience and green initiatives toward positive impact on the organization

H3: There is a significant difference between experience and influencing an organization's prestige

H4: There is a significant difference between experience and continued environmental training program

STATEMENTS	EXPERIENCE	MEAN	SD	F VALUE	P VALUE
Contribution to a positive organization culture	0-4	5.0000	0.00000	44.563	0.001
	5-9	4.3684	0.49559		
	10-14	3.8000	0.42164		
	15 & above	3.0000	0.00000		
	Total	4.3600	0.69282		
Green initiatives toward positive impact on the organization	0-4	4.3529	0.49259	99.676	0.001
	5-9	4.0000	0.00000		
	10-14	3.0000	0.00000		
	15 & above	2.0000	0.00000		
	Total	3.7600	0.77090		
Influencing organization prestige	0-4	4.4118	0.50730	52.807	0.001
	5-9	3.2632	0.45241		
	10-14	2.6000	0.51640		
	15 & above	1.5000	0.57735		

	Total	3.3800	1.00793		
Continued environmental training program	0-4	4.2941	0.46967	75.438	0.001
	5-9	3.4211	0.50726		
	10-14	2.1000	0.31623		
	15 & above	1.2500	0.50000		
	Total	3.2800	1.08872		

Note: p-value < 0.05 is significant at the 0.05 level (2-tailed)

p-value > 0.05 is not significant at the 0.05 level (2-tailed)

Interpretation:

The tabulated value is 0.001 for significant difference between experience and contribution to a positive organizational culture (H1), experience and green initiatives toward positive impact on the organization (H2), experience and influencing an organization's prestige (H3), and experience and continued environmental training program(H4) which is lesser than 0.05. Therefore, there is a significant difference between experience and all agreed statements. Hence, the null hypothesis is rejected.

FINDINGS:

- The study reveals that 56% of the respondents agreed with the following, foster a culture promoting environmental initiatives, effectively communicate green initiatives, and engage employees in environmental efforts.
- The analysis reveals that while a significant portion of employees 64% are satisfied or highly satisfied with the current approach in GHRM.
- The majority of team meetings are the primary method of communicating green initiatives within the organization, with a significant majority 82% utilizing this approach
- The study reveals that it appears promoting green practices has the highest impact on reducing environmental impact at 40%.

- It is found that a significant portion of employees are interested in contributing to a healthier workplace at 38%.
- The analysis reveals that budget constraints for green initiatives pose the most significant challenge to implementing Green HRM, with 36% of respondents indicating this as an obstacle.
- It is understood from the study that organizations primarily focus on recognizing and rewarding eco-friendly practices 38% as a key strategy for adopting Green HRM practices.
- It is found that a significant portion of employees are satisfied or highly satisfied with the rewards implemented to develop an eco-friendly organization at 68%.
- It is found that waste reduction and recycling have the highest observation level among HR policies or initiatives, with 42% of respondents indicating their focus on this area.
- The majority of respondents 48% find other attractive Green HRM practices (i.e. transport pooling, online training, and job sharing).
- It is found that a significant majority of respondents 40% consider computerized training as the best practice for going green.
- The analysis reveals that a significant majority of respondents 46% believe that expanding green initiatives to other areas is crucial for enhancing Green HRM practices in the future.

SUGGESTIONS:

- Organizations can ensure that their GHRM approaches not only contribute to environmental sustainability but also to the satisfaction and engagement of their workforce.
- By demonstrating the direct correlation between GHRM practices and the broader benefits to the organization, the environment, and employees themselves, companies can foster a more engaged and motivated workforce that sees the value and actively participates in GHRM initiatives

- Organizations should first conduct a survey or assessment to understand the current commuting habits of their employees and identify the most popular and feasible sustainable transportation options
- By taking a proactive stance in nurturing an environment that values and supports sustainability, organizations can significantly improve employee satisfaction and engagement with green initiatives.
- Integrating time-off incentives into broader employee recognition and reward programs can contribute to a positive organizational culture that values work-life balance, productivity, and sustainability efforts.
- By listening to employee feedback and rewards to their preferences, organizations can create a more positive and effective ecosystem for developing an eco-friendly workplace
- By leveraging enhanced corporate reputation as a key benefit of green HRM integration, organizations can strengthen their brand image, attract top talent, and build longterm relationships with stakeholders who value sustainability.
- By embracing the best practice of eliminating excess use of paper, organizations can not only reduce their environmental footprint but also streamline processes, save costs, and demonstrate their commitment to sustainable business practices.
- By integrating targets and goals into strategic planning processes and performance evaluations, organizations can embed sustainability into their DNA and create a more resilient and responsible business model for the future.
- By prioritizing time and flexibility as essential forms of support for green HRM participation, organizations can empower employees to make a meaningful impact on environmental sustainability while maintaining a healthy work-life balance.

CONCLUSION:

The data reveals a significant interest and positive response towards green initiatives among employees. Key findings indicate that eco-friendly facilities are highly valued by employees. It reduces environmental impact. Moving forward, focusing on expanding green initiatives, setting targets, and investing in new technologies can further enhance the



effectiveness of Green HRM practices. Through fostering a green culture, effective communication of green initiatives, and integrating eco-friendly practices into HR policies, organizations can achieve multiple benefits. These benefits include improved employee wellbeing, reduced environmental impact, and enhanced corporate reputation. It increasingly vital role in shaping a greener and more responsible future for businesses and society.

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