



FACTORS AFFECTING EMPLOYEES PERFORMANCE: GREEN HRM PERSPECTIVE

Usman Khan^{*1}, Hasnain Ali², Zulqurnain Qureshi³

¹Visiting Lecturer, Faculty of Management Sciences, Department of Accounting and Finance, NUML, Islamabad; ²Assistant Professor, Faculty of Management Sciences, Department of Accounting and Finance, NUML, Islamabad; ³Visiting Lecturer, Faculty of Management Sciences, Department of Accounting and Finance, NUML, Islamabad

^{*1}usmankhan@numl.edu.pk ; ²alihanain@numl.edu.pk; ³z.queshi@numl.edu.pk

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Corresponding Author: *

Abstract

GHRM endeavors to cultivate a healthy and environmentally conscious workplace environment wherein employees are encouraged to understand, respect, and engage in green practices. By aligning with the company's sustainability goals, GHRM aims to enhance employee productivity and well-being. This study seeks to examine the Impact of Green Human Resource Management Practices—namely Green Training and Development, Green Performance Management and Appraisal System, and Green Reward and Compensation—on Employee Productivity. The findings of this study reveal that Green Recruitment, Green Training and Development, Green Performance Management and Appraisal, Green Reward and Compensation, as well as Green Career Management, significantly influence employee productivity. Consequently, GHRM emerges as essential for fostering employee performance and confidence, thereby benefiting both the individual employees and the organization as a whole. Furthermore, the study suggests that implementing diverse reward strategies, encompassing monetary and non-monetary benefits, can further enhance employee productivity.

INTRODUCTION

Green Human Resource Practices

The envisioned to retain the employees is concerned with the management of a company, human resources management. It is widely recognized that HR policies, techniques and concepts seem to play a significant influence in day-to-day structural difficulties. And elaborating these words, for the sustainable environment green human resource is an important. (Salih, 2020). The major global concerns like global warming and

environmental pollution requires greater awareness of environmental ethics, including companies as the business actors. For the better environment need to be supported by the environmental friendly companies (Suharti & Agus, 2020).

In the workplace the general employees are directed towards the GHRM as it is important for the Green workplace environment. Many consequences affect our personal as well as the professional life. The environmental issue



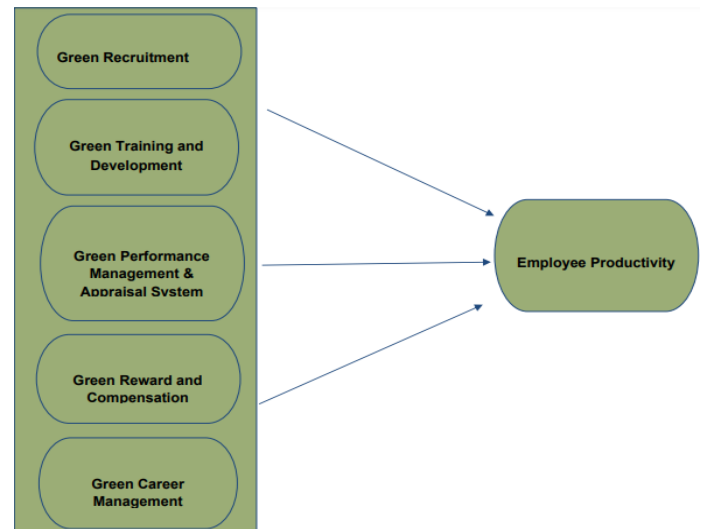
requires solutions, which need to be look into with the open eyes of corporations.(Arumugam & Vijay, 2018). Moreover, green HRM have connection with environmental management and its aims are to encourage the firm to make the employee commitment towards the climate, in sequence to knock up the rendition. (Adekola, 2011). GHRM became the concern to dig out. (Gharibeh, 2019).

Green initiative can help organizations to accomplish its green goals as green human resources come up with the organizational growth through base to end and beneficial to higher management of company. Organizational structure superiority has been a topic of attention and debate among scholars in modern era. This might be a function of resources and skills which are no longer recognize staff recruiting that was based on earlier circumstances and procedures. Employers pursuing perfection would communicate their goals with employees, link success to the functional operations, measure performance, and enhance learning. (Salih, 2020).

Human Resources (HR) has emerged as a critical focal point in the transformative era. Consequently, the productivity of employees within an organization depends on the actions and performance of the workforce. Acknowledged as a potent enabling tool, employee productivity is celebrated for its role in driving valuation and achieving sustainable competitive advantages within organizations, especially in navigating complex business landscapes. Green Human Resource Management (GHRM) serves as a platform, facilitating the cultivation of a workforce capable of comprehending and embracing a green organizational culture. This strategic approach not only recognizes the contemporary importance of HR but also underscores the pivotal role of employees in promoting sustainability and gaining a competitive edge. Consistent environmentally friendly initiatives can fulfill their sustainable objectives across the entire Human Resource Management (HRM) process (Dutta, 2012).

Conceptual framework

Independent variable Dependent Variable



LITRATURE REVIEW

Textile Industry and Pakistan

The cloth diligence is rated to be one of the most dynamic in terms of endorsing profitable growth and contributing towards the betterment of people lives. In Pakistan specifically, it holds a presiding positions for the lucrative expansion of the sod. Pakistan’s manufacturing assiduity was nationalized in the 1970s in the supervisory while to run it furthermore efficiently so that it could catch exotic demand, raise employment and hoist exports, among other effects, consequently accelerating growth and productivity.

The global textile trade is currently worth over \$300 billion, and as developed countries focus on the enclave side, Pakistan and other developing countries will have greater opportunities to increase productivity and market share, as well as profit.

Employee Productivity

Productivity can be defined as the output or performance of personnel during a specified period. Frequently, an employee's performance is assessed by comparing it to the average performance of similar staff members. This evaluation may involve measuring the quantity or components of a product or service



that an employee manages within a given timeframe. Whereas the firm performance is mainly dependent on the productivity of its members, as the employee productivity has become main strategic goal. (Hanaysha, 2016). It entails urging employees to make Eco-friendly decisions as well as uplifting them to take on leadership roles, connection between team member, improved performance that will enhance organizational relations and encouraged to take stance influence. As a response, autonomy boosts employee enthusiasm environmental activities workers contentment upon accomplishing sustainability goals. (Bombiak & Marciniuk-Kluska, 2018). Productivity growth is essential to the business as higher income signifies the firm can attain its targets and strengthen its market position. (Mukudi & Edwin, 2016). The significance of Green Human Resource Management (Green HRM) lies in the boost it provides to employee empowerment, consequently elevating productivity and attracting high-caliber individuals to join the company. The implementation of Green HRM has a profound impact on individual employees by instilling a sense of pride and belonging toward the organization, thereby enhancing job satisfaction, loyalty, overall well-being, and performance. Specifically, employees feel a sense of pride in being associated with a company committed to environmental sustainability, which is evident in the company's reception of various environmental awards (Suharit & Sugiarto, 2020). For the admixture growth of ecological operation in natural resource superintendence of Green Human Resource is need. The pivotal ingredient of GHRM is the proliferation of hand rights that appertained to the Green commission. The effects of Green Human Resource Management (Green HRM) on individual outcomes can be categorized into both environmentally conscious (green) and non-environmentally conscious (non-green) work results (Suharit & Sugiarto, 2020). Employee's efficiency ratio is their productivity. It may be estimated I terms of output in given time period and can be calculated by average of employees doing same

tasks. It based on assigned tasks to particular employee in particular time. (Hanaysha, 2016). Higher the employee productivity elevated the organization's growth, favorable economic growth and better social progress. (Hanaysha, 2016). At business level organization set some indicators that are adjusted to the vision, mission, goals and trend development of environmental- friendly demand and GHRM affect the performance as well as productivity of an organization.(Witiastuti, Ridloah, & Wulansar, 2018).

Relationship between Green Recruitment and Employee Productivity.

Courting superior talents to an organization is an underlying HR trial in the "war for talent," and "GR is the progression of hiring individuals with knowledge, abilities, attitudes, and behaviours that support with EM within an organization". It is a system that concentrates on position of the surroundings and makes it a critical component. (Salih, 2020). The sub-practices of HRM are Hiring and selecting the Green employee. In these practices, organizations have the opportunity to showcase Green Human Resource Management (GHRM) initiatives to potential job applicants. Businesses that position themselves as environmentally conscious can attract highly skilled professionals with a background in sustainability and those who align with green practices. This strategic approach not only contributes to environmental conservation but also serves as a magnet for individuals who prioritize and value eco-friendly business practices. Furthermore, job seekers redefining themselves as green workers and prefer the companies, which feed the safeguard for the mise-en-scène and present the social responsibility. Interviewing the post seekers, the questions must entail contents related to the environmental security (Gharibeh, 2019). Green observation is the fundamental aspect of GRS, and involves self-identity delegates that empower organizational environmental purposes to be achieved, suchlike as green meticulousness, and the affability of appliers. Workers who are of environmental value have been plant to laboriously ameliorate their



environmental knowledge in the functional procedure, which in turn enhances the environmental version of their concerns. Recruiting companies can emphasize environmental aspects in job descriptions and hand specifications. (Tang, Chen, Jiang, Paille, & Jia, 2017)

Relationship between Employee Productivity and Green Training and development

T&D is a method of improving an individual's capabilities. (Salih, 2020). Training increase awareness about environment and implement law related to environmental protection. The GT&D educate employee about environmental T&D and instruct about energy awareness in the organization and reduce wastage, and solve environmental problems (Rohilla, 2017), virtual learning ecofriendly offices in the company online training energy efficient office space in the company that values green personnel for the advantage of person, society, group and so of the firm.(Roy, Arafin, Siddiquee, & Chowdhary, 2019). It is important to introduce \ environmental intimate values during exposure period to acquaint new retainers with board environmentally intimate exertion.(Suharit & Sugiarto, 2020). Employee Eco- friendly awareness is likely to boost green value that is fostered through training. (Dumont & Xin, 2016).

In the literature, training is considered as a strategic approach of waste reduction, and it comes through educating staff of front-professionals to perform waste audit of their workplaces to be shown optimal workforce, must be educated on hoe to collect relevant data. T&D is the domain wherein the importance of HRM in protecting environment has been transformed for the better work (job rotation).

Coaches should deliver their lessons via teleconferencing or PPT. That saves carbon, so the trainer should deploy soft materials rather than printouts. GT&D includes productive activities and process that urge to acquire and adapt techniques in term of protecting the world and adopt ecological sustainable practices. Green authorities are not only one in the market that provides green training. As

green training and workshops enhances awareness and encourages employee in perceiving the sustainable environment which contributes to higher understanding of green security, pollution detection, and protection strategies. (Salih, 2020)

Relationship between Employee Productivity and Green Performance management and Appraisal System

During the green innovation process, the actions of employees are appraised. Firms must ensure a consistent framework for green process improvement activities and explicitly describes decreasing PM&AS reviews the activities of green strategic initiatives and prevent EM endeavors from being distorted. By achieving specific goals and policies, HRM would have to include environmental performance. As the main indication of work performance, observing ambient behavior and measuring performance of sustainable criteria related to work.(Witiastuti, Ridloah, & Wulansar, 2018).

Employee appraisal function needs to be implemented with respect to Green HRM that include environmentally friendly indicators, converse environmentally friendly scheme to all levels of staff to achieve extensive dialogue in environmentally friendly behavior to evaluate employee job performance in accordance with the environmentally friendly criteria.(Suharit & Sugiarto, 2020). Employees receive essential input through best work performance, and the organization's operational results betterment. (Salih, 2020). Employees are empowered to promote go green practices when to achieve an ecofriendly performance evaluation. To inspire employees to actively participate in going green, it is important for firm to highlight green duties through adequate polices and evaluation, as well as improve employees performance green concepts. (Dumont & Xin, 2016). And for this green performance appraisal should also include green target one of crucial aspect. The core goals of green human resource management are sorted with managing people and relation between employees and employers.



Relationship between Employee Productivity and Green Reward & Compensation.

Reward and compensation is the element that allows a company's to turn out green objectives and philosophy to strengthen. Rewards and incentives can attract employee interest and push them to put out their peak performance to accomplish the overall company goals. (Salih, 2020). Compensation and reward are used to honor the employee for their performance. Employees who really are motivated to accomplish sustainability objectives, as well as staff members who urge their colleagues to embrace green practices should be awarded. (Ji & Tulsi, 2019). The application of green expertise should be intimately connected to recompense and incentive. Employees will receive extra bounces for reducing carbon footprint. (Dr. Depika & KarpagamV, 2016)

Planning and executing an intrinsic reward is a basic function that has an impact on the firm's ability to achieve objectives and accomplish its purpose. In the human capital praise, bounces, rewards and, compensations are strategic instrument. (Dr. Depika & KarpagamV, 2016). Intensives and perks can elevate employee's attentiveness and motivate them to put out their highest progress toward acquiring corporate goals. Essentially, R&C are the variables that enable business to reinforce its shift toward sustainable goals achievement. (Salih, 2020).

Employee retention is the foster commitment from management on green responsible deeds which encourage them for environmentally friendly behavior. Organizations can utilize green incentives to achieve green reward and compensation management by honored perks to push green reprocessing and wastage disposal techniques that are Eco- friendly. (Ji & Tulsi, 2019).

Hence the above literature helped to identify the hypothesis that GT&D and GPM&AS have positive influence on the employee productivity.

Relation between Green Career Management and Employee Productivity

It has shown to be profitable for firm and workers to promote employment thru their work. In the midst of a rapidly changing and unpredictable global economic scenario, career sustainability has been made a significant and prominent concern for individuals, organizations, and societies. Career sustainability, also, called sustainable work, has been described as "sequences of work experiences that are evidenced by varies patterns that continue over time, thus cutting through many of the communication gap, identified by individual agency". (Lu, Zhu, & Tsai, 2019).

Green management involves personal skills as well as institutional impacts that encourage employees to acquire the essential expertise, ethics, and acquaintance to achieve green career goals. GCM is a perpetual method of elevating, reviewing, and implementing initiatives developed and eventual actions taken by organizations. (Salih, 2020). Furthermore, fulfilling work can improve your overall well-being. Green Career development opportunities support employees' career management systems, which psychological for self-awareness and resilience in the pursuit of career goals represent core components for career commitment, as well as building cohesion, solidarity, and harmony in the organization (Adekola, 2011). All who contribute to the company's environmental performance will look for opportunities for advancement within the company

RESEARCH METHODOLOGY

Research Design and Setting

This study is to investigate the impact of GHRM practices on Employee Productivity at Alkaram. GHRM practices taken as independent variables and employee productivity was taken as dependent variable. GR, GT&D, GP&AS, GR&C and GCM govern the dimensions of Green Human Resources has been chosen to find. The study is descriptive in nature using survey method. Convenient non-probability based sampling technique was used to collect the



data. 300 was the sample size. Five point likert scale of Green HR practices as adopted to collect data. The data was analyzed through SPSS-20. Regression test was used to find the Impact of Green HR practices on Employee Productivity.

RESULTS

Table 1

All Variables Reliability Statistics

Variables	Items	Alpha
Employee Productivity	5	0.80
Green Recruitment	5	0.80
Green Training & Development	5	0.81
Green Performance Management & Appraisal System	5	0.82
Green Reward & Compensation	5	0.79
Green Career Management	5	0.81

The total sample (N=220) out Of which 104 respondents had Masters, 97 respondents had Bachelors and 19 had other qualification's background.

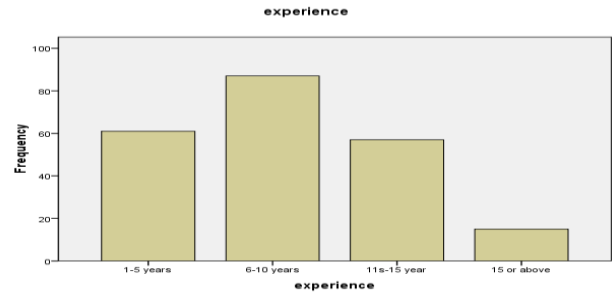


Table 4

Frequency Tables

Table 3: Experience

	Frequency	Percent	Cumulative Percent
1-5 years	81	27	27.3
6-10 years	120	39.5	67.3
11-15 year	79	25.9	93.2
15 or above	20	6.8	100.0
Total	300	100.0	

Out of 220 respondents, 61 had experience between (1-5 years), 87 had experience between (6-10 years), 57 had experience between (11-15 years), and 15 had experience between (15 or above years).

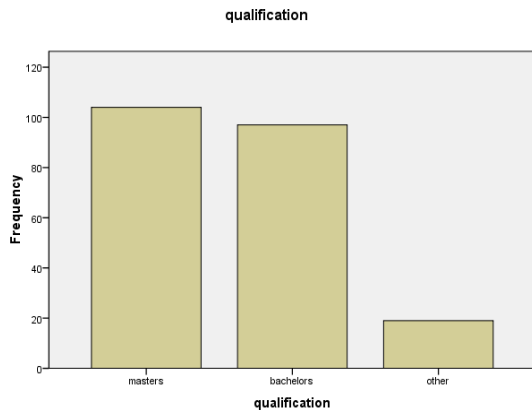


Table 2

Qualifications

	Frequency	Percent	Cumulative Percent
Masters	142	47.3	47.3
Bachelors	134	44.6	91.9
Other	23	8.1	100.0
Total	300	100.0	





Descriptive statistics

Descriptive statistics

	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
EP	3.636	0.61991	-.417	0.044
GR	3.5718	0.7501	-1.212	1.434
GTD	3.6391	0.51438	-.151	-.326
GPMAS	3.501	0.75327	-1.155	1.434
GRC	3.6364	0.61261	-.701	0.457
GCM	3.6464	0.63261	-.721	0.477

GTD: Green training and development, GPMAS: Green performance management and appraisal system and GRC: Green reward and compensation

The above table show the mean score of respondents which are Employee productivity (M=3.5136, SD=0.61991), Green Recruitment (M= 3.5718, SD=0.451), Green training and development (M=3.6391, SD=0.51438), Green performance management and appraisal system (M=3.5718, SD=0.75327), Green reward and compensation (M=3.6364, SD=0.61261) and Green Career Management (M= 3.6464, SD=0.63261). In the table above the highest value of mean of GCM (3.6464) and lowest of EP (3.5136). The highest value of Standard Deviation is GPMAS (0.75327) and lowest value is GTD (0.51438). The highest value of skewness is GR (-1.212) and lower value is GTD (-.151). And the highest value of Kurtosis is GPMAS (1.434) and lowest value EP is (0.044).

Correlations Analysis

Correlation analysis was performed to examine the degree of association between the variables and the presence of multicollinearity

	EP	GR	GTD	GRC	GPMA	GCM
Employee Productivity	1					
Green Recruitment	0.386	1				
Green Training & Development	0.370	0.298	1			
Green Reward & Compensation	0.313	0.110	0.213	1		
Green Performance management and appraisal	0.306	0.274	0.3	0.201	1	
Green Career Management	0.302	0.302	0.284	.183	0.062	1

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

The analysis shows that the GR has the highest correlation with employee productivity (R=0.386) followed by GT&D (R=.370), GR&C (R=0.313), GPM&AS (R=.306) and GCM

(R=.302). The correlation suggests that the constructs are unique and distinctive. In addition, as the correlation is less than 0.9 in absolute value there is no statistical problem associated with multidisciplinary.

Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.359	.338		4.016	.000
GR	.411	.079	.352	5.44	.002
GTD	.399	.077	.331	5.193	.000
GPMAS	.342	.068	.310	5.071	.001
GRC	.321	.055	.300	5.025	.000
GCM	.312	0.75	.322	5.11	.001

a. Dependent Variable: EP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	0.310	0.300	0.89442

a. Predictors: (Constant), GR, GRC, GTD, GPMAS, GCM

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	25.770	5	4.543	34.752	.000 ^a
Residual	57.770	296	.810		
Total	83.369	299			

a. Predictors: (Constant), GR, GRC, GTD, GPMAS, GCM
b. Dependent Variable: EP

GR: Green Recruitment, GTD: Green training and development, GPMAS: Green performance management and appraisal system, GRC: Green reward and compensation and GCM: Green Career Management.

Above table shows the beta (B) values of GR, GTD, GPMAS, GRC and GCM on Employee Productivity. The R² value of 0.310 revealed that the predictor (GR, GTD, GPMAS, GRC & GCM) explained 31% variance in the outcome variable that the F (5, 296) = 34.752, p<.001. The finding revealed that the Green Recruitment has significant impact on employee productivity (B= .331, p> 0.005), Green Training and Development has significant impact on employee productivity (B= .331, p> 0.005), Green Performance Management and Appraisal System also have significant impact on employee productivity (B= 0.310, p> 0.005), employee rewards and compensation has no significant impact on employee productivity (B= 0.300, p< 0.005) and Green Career Management has significant impact on employee productivity (B= 0.322, p< 0.005).



The findings of ANOVA illustrate that p-value of this study is less than 0.05 ($0.000 < 0.05$), which shows that the level of significance is less than 0.05 and this points out that there is at least one (out of five GHRM practices) predictor in this study that can be used.

CONCLUSION

The GHRM is crucial to encouragement of employee performance and confidence and GHRM is beneficial for both employee and organization. The studied has focused on GHRM practices such as GR, GT&D, GPM&AS, GR&C, and GCM. The application of Green HRM concept empathically to employees, sense of belonging and pride in the company, green recruiting encourage the job seekers and employers to concentrate on sustainable environment, job performance increase employees well-being and satisfaction. Green organization helps to enhance the optimistic environment and effectively retain the employees. Green human resources give new dimension to the human resource management.

So, it is concluded in this study the connection between GHR and Employee productivity in the perspective of clothing sector (Al-Karam Textile Mills) is significant. That is, when the employee is trained and evaluated accordingly then he will do anything from his soul for the betterment of the firm.

RECOMMENDATIONS

It is recommended to choose large geographical coverage as the study was conducted only in Karachi city. There was only one organization was chosen for collecting data, it is suggested to choose more organizations of same industry or different industries for better results. More variables can be used to find the impact on employee productivity. It is further suggested that upcoming work also explore the determinants or extrinsic delegates that motivate companies to execute green HRM. Therefore, the reverie recommends future disquisitions to delve the indistinguishable contents in likewise environmentally friendly companies, hence potentially redounding in flush and distant

dissection.

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