



# Impact of Employee Training Measures on Employee Involvement in Green Environment Management Practices

S. Sounija<sup>1</sup> and Dr.Rupa Gunaseelan<sup>2</sup>

<sup>1</sup>Full time Doctoral scholar, Bharathiar School of Management and Entrepreneur Development, Bharathiar University, Coimbatore – 641046

<sup>2</sup>Director i/c and Professor, Bharathiar School of Management and Entrepreneur Development, Bharathiar University, Coimbatore – 641046

## Abstract:

Green Human Resource Management (GHRM) refers to HR procedures that support environmental sustainability and greening. Organizations are under increasing pressure to cut back on waste, reduce carbon emissions, and overall adopt more responsible practices as a result of global warming. Researchers contend that organizational HR strategies have a great capacity to shape personnel against this background. Researchers argued that for employees to implement green management ideas, they must be motivated, empowered, and ecologically conscious. Based on our findings, the HR department should inspire and encourage workers to follow environmentally friendly habits, and it should provide adequate training to workers before implementing green projects. The adoption of Green HRM practices among employees in organizations is the main emphasis of the current study.

**Keywords:** *Employee Involvement, Employee Participation, Employee Training, Organizational Performance.*

## I. INTRODUCTION

Businesses must establish formal environmental plans and programmes as a result of growing international environmental standards and growing worldwide environmental concerns (Daily and Huang, 2001). Given the growing importance of green HRM to society, firms today are giving it more thought. It can foster a favorable reputation and increase competition benefits for the business that will allow it to successfully exist over the long term. The research has discovered that firms may typically boost their levels of branding awareness and sales by having a set of green policies in place because they rely on the natural environment for vital inputs. Employees are crucial to an organization's success in achieving its corporate green goals because they are the ones who carry out these green practices. The way a corporation treats the environment has a big impact on its ability to survive.

Many businesses are currently adopting a greener strategy within their Organizations. They are observing a favorable and cordial impact on the Organizational patterns of employee relations. This has a favorable effect on workers' mindsets as well. In addition to their functional contribution at work, many believe they have a greater obligation to protect the environment. Employees are encouraged to work in an eco-friendly manner through green HR practices.

With a vast population, India has embraced the idea of "going green" activities in recognition of the significance of environmental sustainability. To encourage sustainable practices and raise employee understanding of sustainability issues, green HR practices educate the organization's workforce. By raising knowledge and inspiring new ideas about environmentally friendly activities in the Organization, the green HRM Practices will benefit the workers.

When it became clear that the planet would not be able to support the economic development required to support an expanding global population in the future, the environment began to suffer from relentless invasion. As a result, human economic activity led to environmental contamination, such as chemical hazard waste dumped on the ground, gas leaks into the atmosphere, and water system outflows. To instil this understanding in all levels of employees, the company's lack of execution and involvement must be improved through a rigorous structure of green HRM practices. The HRM of an organization should catalyze raising employee knowledge of the need for green management and inspiring them to create an organization with excellent environmental performance. Green Human Resources Management (GHRM) is concerned with the entire process of organization related to the HR practices organization sustainability, leadership, and employee behavior. It focuses on reducing carbon footprint by using less paper, utilizing Low Carbon Technology (LCT), reducing travel fuel, and disposing of waste (Aravamudhan, 2012). Different locations and businesses are going green with their applications.

Green training is a method that emphasizes the improvement of employees' abilities, attitudes, and knowledge. It provides information on environmental management, teaches employees numerous ways to decrease waste inside the company and save energy and natural resources, and gives them the chance to get involved in environmental problem-solving. Employees are made aware of environmental management through various green training and development initiatives. It improves an employee's ability to handle various environmental issues. Employees' primary instrument for reducing waste in the workplace is training.

Employees are also informed and kept current on green policies, practices, and procedures through green training and development.

Employees can learn about the company's green goals, such as reducing greenhouse gas emissions, through training programmes. Giving organizational members environmental training to help them develop the technical and management skills they need to preserve, conserve, and promote environmental sustainability (Cook and Seith, 1992). Environmental and organizational sustainability inside their organization (Jackson et al, 2011).

To achieve organizational sustainability, it is also crucial to increase employee environmental consciousness through organizational-level seminars, conferences, and workshops. Key components of green HRM in an organization are environmental education, training, and development. Realizing the targeted environmental performance of the corporate organization is very challenging to do without sufficient education, training, and growth. The importance of green education, training and development for organizational sustainability and environmental sustainability in their organization appears to have been recognized by several commercial organizations. (2011) Jackson et al.

By teaching personnel about environmental sustainability, green training improves their skills, and knowledge, and fosters sustainable behavior. (Gupta, 2018; Zoogah, 2011). According to North (1997), businesses should hold seminars and workshops on environmental education to improve the attitudes of their personnel. According to Anthony (1993), the first stage in training the workforce is to analyze the training needs related to the environment. It guarantees that workers have the necessary level of environmental understanding. An organization should create a training programme for its personnel after identifying their training needs (Tang et al., 2017). According to Jabbar (2011), green training is a successful approach that gives staff members better knowledge about various environmental challenges to achieve environmental organizational objectives. It provides them with the knowledge to handle it effectively. The goal of a green training programme should be to give all employee categories an equal chance to grow their skills, knowledge, and environmental consciousness (Sammalisto and Brorson 2008). A carefully planned work rotation that can increase employees' exposure is necessary to meet the organization's future needs (Renwick et al., 2008). Employee involvement is the practice of including workers in their work and enhancing their involvement in decision-making. Employee involvement in particular makes sure that workers who are closest to the job have the authority to control work practices and can apply their expertise and experience to enhance work processes. The term "employee involvement" has been used to characterize a broad range of typical organizational practices.

The focus is brought to other organizational practices as well as the growing employee influence over their work. The most popular strategies to boost employee involvement include quality circles, programmes to improve the quality of work life, consultative committees, profit sharing, job enrichment, and work redesign. It follows that the systems that are created with employee involvement have the highest likelihood of success. The saying "performing a job does not entail doing it with interest" is widely accepted. Elton Mayo, V.H. Vroom, Rensis Likert, and Abraham Maslow are among the management theorists who believe that employee involvement and other strategies that foster positive motivating variables may result in a workforce that is more imaginative, engaged, and productive. One element of corporate motivation is employee involvement.

Employee participation in the organization is an HRM result of the same organization, demonstrating an employee's engaged attitude, shared values, acceptance of the company's aims, and considerable efforts at work (Paillé & Meja-Morelos, 2014). This represents the internal drive and accountability of the person and is unmentioned in the job specifications for the organization. Employee environmental commitment was discussed in the context of going green by Perez et al. (2009), who defined it as "an internal, obligation-based, incentive" towards the environment. Similarly to this, Raineri and Paillé (2016) indicated that employees felt a feeling of duty and attachment to environmental issues. As a result, this idea highlights an employee's intrinsic drive and is seen as their independent feeling of devotion to the environmental component (Luu, 2018).

The time has come for both better official and interpersonal behavior. Organizations can achieve success if they can influence employee behavior and encourage employees to adopt a positive attitude toward green HRM. Through green innovations, good green outcomes can be attained, and inside businesses, entrepreneurs can be created who will have a considerable amount of knowledge and abilities about greening the Organization. Employers who practice green HRM and focus on behavior, attitude, and sustainability can be confident that their staff members will act sustainably and with a green mindset. This mentality drives employees to behave ethically and produces ethical outcomes. Green performance is another name for an organization's performance.

### Review of Literature:

A financial and international programme called Nagendra & Kansal (2014) works to advance environmental protection movements by generating green HRM in cleaner settings, cutting back on paper use, increasing retention, and properly disposing of garbage. And was interpreted as the artificial program's ecological situation. Since business organizations are a vital element of our society and cannot exist in a vacuum from the environment, they play a significant role in environmental management challenges. In actuality, the majority of historical carbon dioxide emissions were produced by commercial enterprises (Liu, 2010). According to Ehnert, Harry and Zink (2014), any firm's human resources department is crucial to developing the sustainability culture of that specific organization. To attract, develop, and retain an organization's HRM, Lado and Wilson described the human resources management system as a range of activities, processes, and functions that are distinct yet connected (Pandey, Viswanathan, & Kamboj, 2016).

Kaur Harjeet, (2011) examined the relationship between HR factors and the employees' perceived environmental performance in different business organizations and concluded that companies should conduct energy audits, go paperless, recycle, and motivate their staff to make more environmentally friendly choices and ensure the sustainability of their organizations. A tool that can be

used to cut costs is green HR. Employee retention will increase and the organization's decision-making will be more inspired if the workforce is environmentally conscious (Pallavi, 2012).

Fayyazia et al., (2015) the incorporation of environmental management into human resource management (HRM) is necessary since it is critical or extremely significant rather than just desired. An organization must make extra efforts to manage its human resources for successful environmental management (Rothenberg, 2003). Jabbour and Santos (2008) indicated human resource Practices that enable the full execution and preservation of environmental management systems in organizations are necessary for effective environmental performance results. Companies that can align their HRM practices with environmental management goals can achieve their goals or engage in corporate environmental management expeditions (Jabbour, 2011).

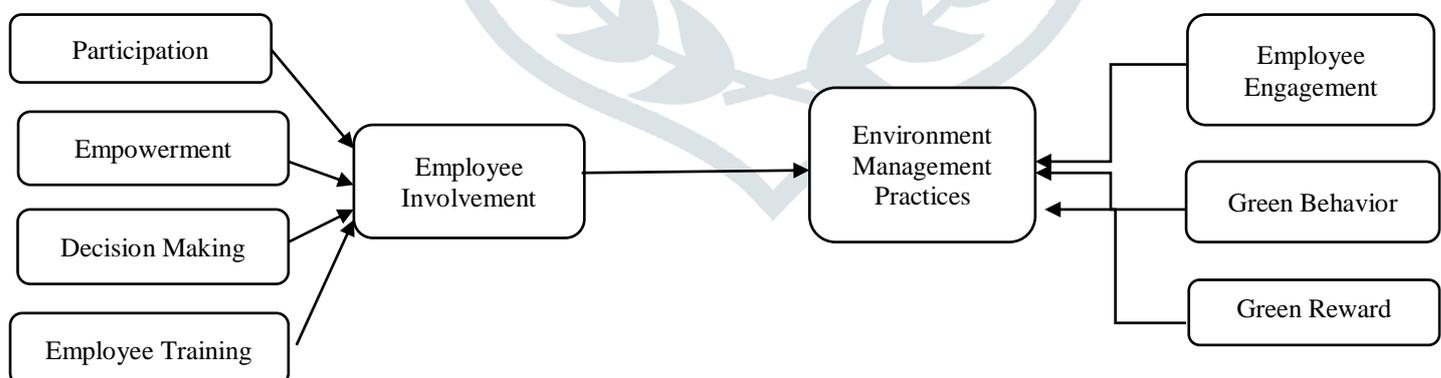
Liebowitz (2010), training entails developing the knowledge and abilities required for innovation as well as preparing a diverse group of personnel. According to Zoogah 2011 (as cited in Obaid & Alias, 2015), "green training and development" is the organizational development of employee attitudes, behaviours, knowledge, and skills to prevent environmental deterioration. It's vital to highlight that staff training and development and organizational performance have a strong positive association. The HRM department of an organization's responsibility is to provide employees with the training, knowledge, and skills they need to grow and stay competitive in the job market.

Boromisa, Tisma, and Lezaic (2015) point out that those organizations can provide their staff with the necessary information regarding the notions of "going green" in this context. During the recruitment and selection process, some of the employees may have had these fundamental "going green" notions in mind, while others may not have. The mandate of the specific organization is to train the staff on "going green" concepts and also advance the knowledge and skills of those staff members who are already familiar with environmental management techniques concerning sustainability, regardless of the employees' status regarding the concept of sustainability.

According to Kaufman, (2012), While there has been limited focus on non-economic results, the majority of research on employee training explores the key rational-economic outcomes that increase organizational efficiency (Boselie, Dietz, & Boon, 2005; Tharenou et al., 2007). On the other hand, the justifications for employee training and human resource procedures are not given enough consideration.

G.P.Latham, et al., (1998) observe that one obvious way of enhancing organizational goal acceptance is to involve employees in the goal-setting process. He further found that workers' participation in goal setting has demonstrated also that people better accept goals that they have been involved in setting than goals that have been assigned by their supervisors- and they work harder as a result. Robert Howard (1994) defined employee involvement as the key to the whole thing. If people come to work and understand why they are doing what they are doing, it can't help but make a difference. Management has to go into the employee base and convince people that they are valuable, that their ideas are valuable, and that the management will listen to their ideas.

## Theoretical Framework



### Participation:

Participation of employees in green projects increases the likelihood of successful green management. Without the effective participation of employees, policies and practices are not successfully implemented, so employee participation is essential. Green HRM Practices the result of improving Environmental management systems within the workplace, such as effective and efficient resource usage (Florida and Davison, 2001); reduction of waste (May and Flannery, 1995); and minimization of pollutants with harmful or poisonous effects from workplaces. Additionally, it will improve the likelihood that workers and their families would participate in local environmental projects (Wehrmeyer, 1996). This means that the achievement of green goals by effort, skill, or bravery and the procurement of those goals will be significantly dependent on employees' willingness to work together (Collier and Esteban, 2007). Consumers' perceptions of value, awareness, and actual benefits have a significant impact on employee participation (Sandra Rothenberg, 2003; T. Ramayah Elham Rahbar, 2013). In their 2001 article, Forman, M. and Jrgensen, MS, discuss framing employee involvement in environmental activity within the firm.

### Empowerment:

Empowerment is essential to improving an organization's performance since it boosts workers' productivity and efficiency while also boosting their levels of motivation (Jackson et al. 2014; Matthews et al. 2003). According to the rules of success, employees are happier and more devoted when they feel empowered and have a stake in decision-making (Ali and Ahmad 2009; Matthews et al. 2003). Delegating power to staff members will enable them to make decisions that are in the company's best interests, thereby maximizing the use of green empowerment competencies (Rothenberg 2003). Another idea is that empowering employees would ultimately benefit the company, the community, and the workers themselves because they will provide more fruitful outcomes down the road. The allocation of power, acceptance of change, and innovation are all related ideas and motivation that results in green-empowered personnel leading to their achieving environmental goals and performance (Ramus 2001; Ramus and Steger 2000).

#### **Decision Making:**

Decision-making participation has been viewed as a GHRM strategy aimed at improving employee outcomes like organizational commitment (Pham et al., 2019). When staff members are given the chance to voice their opinions regarding a workplace issue, the concept of self-esteem is reinforced. Employees feel important when the organization delegates decision-making to them, regardless of their hierarchies. This speaks favorably of the nature of the partnership between the business and its staff. They have a certain standing with the relevant authority. It allows them to actively engage in daily decisions. This will lead to their paying it forward by being devoted to their employers (Dhamija et al., 2019). All organizations are making more decisions (Saha and Kumar, 2017). Because their thoughts are now taken into consideration, it improves the employees' perception of the company (Nasurdin et al., 2018). This will guarantee a smooth exchange of information and transparency inside the company (Ornoy, 2010).

#### **Employee Training:**

Employee training has always been seen to be driven by the need to provide the best economic outcomes. According to Scott (2001), institutional regulatory, normative, and cognitive factors can lead to the adoption of human resources strategies like training. Such institutional forces may have an impact on an organization's choice to train staff. Institutional pressures, however, do not negate the impact of competitive pressures resulting from an economic-rational approach; rather, they might reinforce one another (Bansal & Roth, 2002; Deephouse, 1999; Yang & Konrad, 2011).

According to research, HRM Practices, such as employee training can enhance business success (Arthur 1994; Pfeffer 1998; Birdi, Clegg and Patterson 2008). That is to say, "HRM Practices can contribute to the development of a source of sustained competitive strategy" (Huselid 1995, p. 636). The practice of HRM, which includes training, can enhance employees' knowledge, skills, and talents as well as their motivation and dedication to the goals of their firm (e.g. Jackson and Schuler 1995; Birdi et al. 2008).

The utilization of formal, informal, on-the-job, off-the-job, professional development, and other developmental learning efforts are all forms of employee training. The ability of the firm to achieve its stated goals in changing business contexts is ensured by training. According to research, training has several advantages for both individuals and businesses because it improves workers' skills (Lee, 2012). According to Jeung, Yoon, Park, and Jo (2011), training improves organizational performance and skill levels among personnel. Additionally, training impacts a worker's dedication and job happiness (Lowry, Simon, & Kimberley, 2002).

#### **Employee Engagement:**

The term "engagement" refers, in the words of Kahn (1990), to "the harnessing of organization members' identities to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally throughout role performances". More generally, when workers are engaged, they put their hands, heads, and hearts into the work they are doing for the organization (Rich et al. 2010, p. (Kahn 1990, 1992). When people are psychologically present, they do their roles with attention, connection, integration, and focus (Kahn 1992). People differ in how much they rely on themselves to carry out their roles, or what Kahn (1990) terms "self-in-role." People retain themselves within the role they are playing when they are engaged. Around twenty years ago, the idea of involvement first appeared in organizational and corporate literature (Ugaddan & Park, 2017; Simpson, 2009). According to Schaufeli et al. (2008), the notion of engagement developed from burnout literature to look at both the well-being and the ill-health of employees. Employees who are engaged feel capable of completing the tasks allocated to them since they are more enthusiastic and connected to their work than those who are burnt out (Schaufeli et al., 2008).

#### **Green Behaviour:**

Employee green behaviour in the workplace has received more attention since the introduction of the company's sustainable development plan (Norton et al., 2015; Wang et al., 2018). All employee-implemented environmentally friendly practices are referred to as EGBs (Ones and Dilchert, 2012). EGB has two components, task-related green behaviour done within employee duties, and proactive green behaviour implemented outside of employee responsibilities, following the autonomous norms of behaviour (organizational requirements and individual self-determination) (Bissing-Olson et al., 2013). Green conduct adopted by employees to execute the primary activities required by the organization is referred to as task-related green behaviour (such as environmental protection responsibilities stipulated in the performance of duties, compliance with environmental standards, etc.). Discretionary, environmentally beneficial action that is not explicitly acknowledged by the formal incentive system is referred to as proactive green behaviour (Boiral, 2009; Bissing-Olson et al., 2013). (such as double-sided printing, reminding colleagues to save energy, etc.).

#### **Green Reward:**

Ahmad (2015) claims that awards and remuneration are the primary ways that employees are recognized for their work. They are regarded as the most effective and potent means of connecting individual interests with those of the organization. Through rewards like accolades, various personnel will be encouraged to give their all to their work and to put in extra effort to help the firm achieve its goals. Green remuneration and rewards are viewed in the framework of GHRM as latent aspects that can be used to support and promote environmental initiatives inside the specific organization or business entity. The GHRM system's green incentive system is essential because it inspires workers to uphold the organization's environmental standards (Jabbour et al., 2008; Ahmad 2015). Similarly, the green reward system is crucial for organizational sustainability (Arulrajah et al., 2015). Both

financial and non-financial kinds of adoption are possible. For good environmental performance, several organizations provide financial incentives, bonuses, and cash prizes (Phillips, 2007; Jabbour et al., 2008; Tang et al., 2017). According to Crosbie and Knight (1995), some businesses reassess employees to pay when the environment is performing well. On the other hand, some businesses offer non-cash incentives in the form of honours, prizes, adoration, and particular recognition. According to Opatha (2013), these kinds of extrinsic benefits also inspire workers to deliver better work.

### Conclusion:

In the current climate, green HRM is crucial. Although they may not fully understand the word, employees are aware of the need to protect the environment. The implementation of GHRM Practices is still in its infancy, thus it needs to be thoroughly examined to determine whether it will have any possible impact on HRM-related concerns. The Green HRM is based on the environmental conservation and disaster prevention movements known as "going green." By incorporating it into management philosophies, HR Policies, Practices, employee training, and the application of laws about environmental protection, the Green HRM plays a significant role in the industry in promoting the concerns related to the environment. Inspiring employees to adopt green behaviours, cultivate a green culture, and alter employee behaviour quickly are challenges that organizations must overcome. The organization and the employees would both benefit from the adoption of green practices because it would boost employee morale and productivity. The organization's financial and environmental performance can both be enhanced by using green HRM.

The effectiveness of the organization's personnel is improved through green HRM practices. Green HR initiatives to date have generally concentrated on raising process competency, minimising and eliminating environmental damage, and rehabilitating HR products, tools, and procedures leading to increased effectiveness and lower costs. The outcomes included the creation of more energy-efficient office spaces, teleconferencing and virtual interviews, ride and job sharing, recycling, telecommuting, and online training. Businesses are beginning to integrate green initiatives into their regular working environments as society becomes more ecologically concerned. Environmentally responsible HR initiatives boost productivity, cut expenses, and improve employee engagement, all of which support businesses' efforts to run sustainably. With the aid of this research study, the researcher has made an effort to concentrate on the responsiveness and implementation of green HR practices in firms. The emerging notion of green human resource management bears a great deal of relevance for both organizations and people.

Employers and professionals can determine the value of tying employee engagement with participation in environmental management programmes to advance organizational sustainability, with an emphasis on waste management recycling and developing green products. Employers can embrace Green HRM Practices and policies to protect and improve the health, safety, and well-being of their workforce with the aid of unions and employees. Every organization's top management will become more proactive and dependable in integrating the green HR philosophy into its business mission statement and human resources policies. It is hoped that increased exposure and knowledge will draw attention to green policies and manuals, encouraging the general public to adopt them and share responsibility for carrying out effective sustainable development initiatives.

### References:

1. Lee, K. H. (2015). Why and how to assume green management into business organizations: A case study of Korean SMEs in the manufacturing industry. *Management Decision*, 47(7), 1101-1121.
2. Khan, M (2019) Sustainable Development: The Role of Green HRM. *International Journal of Research in Human Resource Management*
3. Jackson, S.E., Schuler, R.S., Jiang, K.: An aspirational framework for strategic human resource management. *Acad. Manag. Ann.*(2014)
4. Chaudhary, R. Green human resource management and job pursuit intention: Examining the underlying processes. *Corp. Soc. Responsib. Environ. Manag.* 2019
5. Hu, Chunsheng. "Green Finance: The New Economy Mode of Endogenous Growth Based on Sustainable Development." *Reformation & Strategy* (2012).
6. Aparna Jain, (2016). Green Human Resource Management concept in Indian Industries.-Present Scenario. *International Journal of Multidisciplinary Allied Research Review and Practices*, Volume 3, Issue 7, pp-171-181.
7. Chanderjeet, (2017). Concept of Green HRM in the Banking Industry. *International Journal of Advanced Research in Computer Science and Management Studies*. Volume 5, Issue 7, pp 116-120.
8. Bangwal Tiwari (2017) Green HRM, Work life and Environment performance *International Journal of Environment, Workplace and Employment*, 4 3 244 268. <https://doi.org/10.1504/IJEWE.2017.087808>
9. Brockett, J., 17 Prepare now for the big rise in „green“ jobs, *People Management*, 17th May (2007)
10. Cherian, J., & Jacob, J. (2012). A study of Green HR practices and its effective implementation in the organization: A review. *International Journal of Business and Management*, 7, 25–33.
11. Yousef, D. A. 2000. "Organizational commitment: a mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country", *Journal of Managerial Psychology*", vol.15, no. 1, pp. 6-24.
12. Ahmad, S. (2015). Green human resource management: policies and practices. *Management Review Article*, 2, 1-13. Retrieved from <https://www.cogentia.com/article/10.1080/23311975.2015.1030817>
13. Liu, W. The Environmental Responsibility of Multinational Corporation. *Journal of American Academy of Business*, Cambridge, 15(2), 81-88, (2010).
14. Bangwal, D., Tiwari, P., & Chamola, P. (2017). Green HRM, work-life and environment performance. *International Journal of Environment, Workplace and Employment*, 4(3), 244-268.
15. Sharma N. & Gupta N. (2009). Green HRM: An Innovative approach to environmental sustainability. *Society for human resource management, Green workplace: survey brief*.