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**ISTANBUL GELISIM UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**  
Department of Business Administration

**THE EFFECTS OF GREEN HUMAN  
RESOURCE MANAGEMENT ON  
ENVIRONMENTAL PERFORMANCE IN  
TURKEY WOOD INDUSTRY**

Master Thesis

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Supervisor

Asst. Prof. Dr. Kevser Bahar MERIC ATAKAN

**Istanbul – 2022**



## THESIS INTRODUCTION FORM

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- Turkish Abstract** : Yeşil İnsan Kaynakları Yönetimi terimi, gelişmiş ülkelerde popüler bir araştırma alanıdır ve henüz kaynaşma ekonomisi aşamasında olan ülkeler için kapsamlı bir araştırma alanıdır. Literatüre göre İnsan Kaynakları Yönetimi, gelişmiş ülkelerin hem ekonomik hem de sosyal ve çevresel sektörlerine fayda sağlamıştır. Yeşil İnsan Kaynakları Yönetimi (YİKY)'den nasıl yararlanabileceği ve geliştirmekte olan ülkelerin ekonomisini ve çevresel durumunu nasıl iyileştirebileceği konusunda çok az çalışma yapılmıştır. Örgütsel çevre performansı, belirli İnsan Kaynakları uygulamasının yeşilleştirilmesi yoluyla Yeşil İnsan Kaynakları Yönetimi ile ilişkilendirilmiştir. Bu araştırma, Türkiye ahşap endüstrisinde gelişen veya yükselen ekonomide

YESİL İNSAN KAYNAKLARI YONETİMİ (YİKY)'den (işe alma, eğitim ve performans değerlendirme) örgütsel çevresel performans üzerindeki etkisini araştırmayı amaçlamaktadır.

Ormansızlaşma, kütüklerin taşınması, atık bertarafı vb. gibi faaliyetlerinin çevre üzerinde muazzam bir etkiye sahip olduğu ağaç endüstrisi bu ankette hedef kitle olarak seçilmiştir. Veriler, Türkiye'deki 10 büyük ahşap şirketindeki 293 çalışandan derlenmiştir. Hipotezler korelasyon ve regresyon analizi ile test edilmiştir. Yeşil İnsan Kaynakları Yönetimi (YİKY), Yeşil Eğitim ve Performans Değerlendirmenin tümünün örgütsel çevresel performans üzerinde olumlu etkileri olduğu, ancak Yeşil İşe Alım'ın Türkiye'de örgütsel çevre performansı üzerinde olumsuz bir etkisi olduğu sonucuna varılmıştır. Bu nedenle, Türkiye'deki kuruluşların işe alım prosedürlerine daha fazla yeşil uygulama eklemesi önerilir.

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## **DECLARATION**

I hereby declare that scientific ethical rules were followed in the preparation of this thesis, that the works of other people were referenced in accordance with scientific norms if they were used, that the data used was not falsified, and that no part of the thesis was submitted to this university or any other university as another thesis.

Olawale ESHO

.../.../2022



**TO ISTANBUL GELISIM UNIVERSITY**

**THE DIRECTORATE OF SOCIAL SCIENCES INSTITUTE**

The thesis study of Olawale ESHO Titled as The Effects of Green Human Resource Management On Environmental Performance in Turkey Wood Industry has been accepted as MASTER THESIS in the department of Department of Business Administration by our jury

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**APPROVAL**

I approved that the above mention signatures belong to the afore mentioned faculty members

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*Director of the Institute*

## SUMMARY

The term Green Human Resource Management is a popular field of research within the developed countries and a materializing one for countries still within the stage of emerging economy. According to literature, GHRM has been beneficiary to both economy, social and environmental sectors of developed countries. Few studies has been done on how GHRM can be beneficiary and improve the economy and environmental status of developing countries. Organizational environment performance has been linked to Green Human Resource Management through the greening of specific Human Resource practice. This survey aims to investigate the effect of GHRM (hiring, training, and performance appraisal) on organizational environmental performance in developing or emerging economy taking Turkey wood industry. The wood industry was chosen in this survey been that which its activities has an enormous effect on the environment such as deforestation, transportation of logs, waste disposal and so on. Data was collated through a self-administered procedure from 293 employees in major 10 wood companies in Turkey. The hypotheses were tested with correlation and regression analysis. It was concluded that Green Human Resource Management (GHRM), Green Training, and Performance Appraisal all have positive effects on organizational Environmental Performance, but Green Hiring has a negative effect on organizational environmental performance in Turkey. Hence, organization in Turkey needs to input more green practices into their hiring procedures.

**Key words:** Green Human Resource Management, Greening, Green Training, Green Hiring, Performance Appraisal, Environmental Performance



## ÖZET

Yeşil İnsan Kaynakları Yönetimi terimi, gelişmiş ülkelerde popüler bir araştırma alanıdır ve henüz kaynaşma ekonomisi aşamasında olan ülkeler için kapsamlı bir araştırma alanıdır. Literatüre göre İnsan Kaynakları Yönetimi, gelişmiş ülkelerin hem ekonomik hem de sosyal ve çevresel sektörlerine fayda sağlamıştır. Yeşil İnsan Kaynakları Yönetimi (YİKY)'den nasıl yararlanabileceği ve geliştirmekte olan ülkelerin ekonomisini ve çevresel durumunu nasıl iyileştirebileceği konusunda çok az çalışma yapılmıştır. Örgütsel çevre performansı, belirli İnsan Kaynakları uygulamasının yeşilleştirilmesi yoluyla Yeşil İnsan Kaynakları Yönetimi ile ilişkilendirilmiştir. Bu araştırma, Türkiye ahşap endüstrisinde gelişen veya yükselen ekonomide YESİL İNSAN KAYNAKLARI YONETİMİ (YİKY)'den (işe alma, eğitim ve performans değerlendirme) örgütsel çevresel performans üzerindeki etkisini araştırmayı amaçlamaktadır. Ormansızlaşma, kütüklerin taşınması, atık bertarafı vb. gibi faaliyetlerinin çevre üzerinde muazzam bir etkiye sahip olduğu ağaç endüstrisi bu ankette hedef kitle olarak seçilmiştir. Veriler, Türkiye'deki 10 büyük ahşap şirketindeki 293 çalışandan derlenmiştir. Hipotezler korelasyon ve regresyon analizi ile test edilmiştir. Yeşil İnsan Kaynakları Yönetimi (YİKY), Yeşil Eğitim ve Performans Değerlendirmenin tümünün örgütsel çevresel performans üzerinde olumlu etkileri olduğu, ancak Yeşil İşe Alım'ın Türkiye'de örgütsel çevre performansı üzerinde olumsuz bir etkisi olduğu sonucuna varılmıştır. Bu nedenle, Türkiye'deki kuruluşların işe alım prosedürlerine daha fazla yeşil uygulama eklemesi önerilir.

**Anahtar kelimeler:** Yeşil İnsan Kaynakları Yönetimi, Yeşillendirme, Yeşil Eğitim, Yeşil İşe Alma, Performans Değerlendirme, Çevresel Performans

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## ABBREVIATION

<b>GHRM</b>	Green Human Resource Managemrent
<b>HR</b>	Human Resource
<b>PM</b>	Performance Management
<b>GPM</b>	Green Performance Management



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## **PREFACE**

The greening of traditional Human Resource practices is of the major factors that will further contribute to the gaining of a more competitive edge and international recognition for business organization within the developing economy. Hence GHRM practices needs to be discuss extensively within organizations HR personnel. This study investigate the HR practice that needs more greening activities or policy in other for organization to achieve a great deal of environmental performance. I acknowledge my supervisor Asst. Prof. Dr. Kevser Bahar MERIC ATAKAN for her support at the course of this writing. My wife Oyindamola Esho for her long patience and undying love. And most of all, thanks to Jesus Christ for seeing me through this degree.

OLAWALE ESHO



## INTRODUCTION

The importance of industrialization in the business world cannot be overemphasized but despite its importance, its negative effect on the environment cannot be swept aside, this includes acid rain, ozone depletion, global warming, and so on (Mwita & Kinemo, 2018)

According to literature, the move against negative industrial activities' effects on the environment has been in existence for many years starting in the form of threat between countries mainly towards the reduction of atmospheric emissions. Also, the reduction or elimination of environmental pollution resulting from various industrial activities has increased the concern of both international and local organizations, developed and developing nations, including individual toward a more conservative and healthy environment (Ahmad, 2015, Mwita & Kinemo, 2018). This concern has prompted the need for the implementation of a global benchmark towards environmental conservation thus, introducing the importance of acceptance of “green practices” (Sharma & Gupta, 2020) to global business and environmental conservation (Sudin, 2011).

The word green has been defined by many scholars with different meanings vis-a-vis their field of research. But one amongst them, which is vis-a-vis the field of environmental conservation is that of (Oxford 2000) defining the word green in a number of simple words “conservation, preservation, nature lover and eco-activist” which are a major framework in people management at work/human resource management (Hermann, et al. 2006) better understood as Green Human Resource Management.

Green HRM infers HRM practices implemented to encourage friendly use of resources in other to promote environmental performance and improve employee awareness as it concerns the environment (Tang et, al. 2018). These practices are of benefit to both person, society, natural environment, and the business (Opatha & Arulrajah, 2014).

According to Mishra (2017) in the HRM framework, Green HRM is applied when recruiting, selecting, training and development, compensation, and appraisal. In their research, Yusoff & Nejati (2018) said that besides environmental concern and awareness being the core function of Green HRM its birth also tends to reinforce both social and economic well-being.

According to Matthies et al., (2019), the proposed result of green hiring cannot be achieved without implementing green training with full carefulness. The objectives of green hiring are about the accusation of employees who possess the adequate knowledge, skill, behaviors, and perspective necessary for better environmental management. (Matthies et al., 2019). Green training has helped an organization in increasing the capacity of its employees in green matters. In most GHRM research green hiring is written as green recruitment. Performance appraisal is a measure of how well employees engage in green behavior for better environmental performance. (Anton, et al, 2015). Employee who exhibit green behavior usually qualify for rewards and incentive. (Berrone and Gomez-Mejia, 2009).

The number of research clarifying the link between HRM and GHRM towards actualization of good environmental performance has increased in recent time but more literature review is still needed in this field. (Sudin, 2011; Marhatta & Adhikari, 2013; Jabbar & Abid, 2015). In addition to the effort of many noted researchers in closing this gap of limited literature, this study investigates the interconnection effect of green hiring, green training and green performance appraisal has it affected environmental performance in Turkey wood product companies. GHRM is practices, which are still under full adoption process in developing countries. Hence, it becomes necessary to study how this topic in vis-a-vis Turkey for a developing country.

# CHAPTER ONE

## LITERATURE REVIEW

### 1.1 GREENING

In line with the environmental science concept, the American Heritage (2022) defines greening as a task or art of paying more attention to the environment. Also, the Free Dictionary (2022) defines greening as efficacious protection of the environment. These definitions support that of (Greening - Wikipedia, 2022) which defines greening as the transformation of a natural environment and lifestyle into a safe one. In his work, Chris (2019) defines greening as the activity or procedure that ensures the protection, preservation, and conservation of the natural environment through either the recycling, reusing, or reduction of items having a direct or indirect connection with the wellness of the environment. According to (Opatha and Arulrajah, 2014) greening in the framework of human resource management has four meanings, which further uphold the definition given by Chris (2019), summarized as:

- Preservation of the natural environment
- Conservation of the natural environment
- Protection from pollutant
- Creation of natural garden

A green employee is expected to perform these roles (Opatha and Arulrajah, 2014). The integration of greening was born due to the destructive nature of industrial and organizational activities (Shrivastava, 1994, Alshuwaikhat & Abubakar, 2008; Haden et al., 2009). Even though the word greening was born as a protective strategy towards the wellness of the environment from industrial activities, it has also had positive effects on both the economy and health status of people and entrepreneurs (Chris, 2019). A business that strives to eliminate the effects of its activities on the environment is referred to as Green Business (Viswanathan and Varghese, 2018). In his work (Thompson, 2021) identify five key benefits of greening to entrepreneur business.

- Reduction in cost and waste
- Positive public image

- Green workplace
- Create sustainability
- Advantage of tax deferral

As beneficial as these benefits are to entrepreneurs, its initial cost can be strenuous to cope with. The disadvantages of greening a business are mostly felt in the early stage of incorporating greening practices into business (Chris, 2019). These include high production costs, which are most of the time passed onto consumers resulting in a higher cost of product and if not passed to the consumer results in lower revenue generation for the company (Haddad, 2019). This issue makes companies with less environmental restrictions to be at a competitive advantage in terms of lower production and steady product price (Chris, 2019) just to mention a few. However, the advantages of incorporating greening into business far outweigh the disadvantages as they can be eliminated with proper planning. (Chris, 2019).

## **1.2 GREEN HUMAN RESOURCE MANAGEMENT (GHRM)**

The term ‘Green Human Resource Management is a combination of two fields of study. First, the word Green from the field of environmental science, which deals with environmental management, and Human Resource Management in an organizational concept that deals with employee management. (Opatha & Arulrajah, 2014). According to Renwick et al., 2012 the term GHRM is simply the application of conventional HRM features to environmental management. This term was first brought to light by (Wehrmeyer1996) in his work titled ‘Greening People’, but till date, it still remains a hypothesis with low popularity in the sphere of management (Peerzadah, et al.2018)

Incorporation of environmental policy into organization goals is impacted by three main factors; (Berry and Randinelli, 1998) business conduct (Sroufe, 2003), stake holder constraint (Benito & González 2006) and organization brand (Sudin 2011) which is the most crucial reason for the implementation of environmental policy. GHRM is concerned with sustainability of both

the environment, society, and economic (Nathan, 2018). For a company to be considered sustainable, according to Wilkinson et al. (2001), it must implement changes that won't hinder the economic, social and environmental needs of current generation and also be ready to instill the right HRM blueprint for better staff development. Maintaining equilibrium between the society, economic, and the environment 'pillar of sustainability' are the major concern of GHRM. (Udhaya, et al.2013). At the organizational level, GHRM fundamentally enhances economic performance such as reduction in cost of material, energy use, and waste disposal resulting in organizational environmental performance, which includes depletion air contamination, energy and material utilization (Kitazawa, & Sarkis, 2000). Yusliza, et al. 2019 states that in the quest of organization to meet its economic performance, social performance (health and safety of the populace) and environmental performance should be given high significance. When highlighting its sustainability goal, organization should ensure that they are in line with government visions and policies (Philips, 2011). GHRM can be implemented in an organization either from a top down or bottom up approach (Mandip 2012). The top-down approach involves top manager initiating sustainability in organization planned objectives leaving the middle manager and employees to discover how best to instrument it in organization practice (Sharma & Henriques 2025). In the bottom up approach, environmental preservation strategies emerge from the employee innovative ideas owning to employees conduct and obligation (Fernández et al. 2003, Daily et al. 2009, Dangelico 2014).

Green sustainable development goal must first be reflexive among the organizations' employees in the consumption and use of the organization resources. This thus, develops and encourage attitude for external environmental sustainability (Vallaster, 2017). According to Ababneh 2021, the induction of GHRM into organization practices unifies its sustainability plans with the external environment. Furthermore, besides benefit to the organization, GHRM also benefit the society as well as an individual employee as it maximizes their awareness on environmental issues (Opatha & Arulrajah, 2014, Jabbour & Santos, 2008).

HRM is considered as the gear that drives environmental sustainability (Rothenberg 2003; Govindarajulu and Daily 2004) through the greening of its practices. In his work, Stringer 2010 stressed that the greening of HRM policies occurs in the organization to ensure the protection and preservation of their natural surroundings and also in attainment of their sustainable goals. The

purpose of green art in HRM is to produce a green life style among employees (Stringer, 2010). In his work, Rothenberg (2003) supports that the implementation of green standard improve employee output. This is done by introducing green practices to employee at very possible time to further amplify their interest on environmental issues (Mandip 2012). Thus, creating a green workforce. Both the top managers and employees support are needed for the implementation of these practices (Renwick et al. 2008). Environmental sociable,

HRM practices and the preservation of human capital within the organization are consider as the fundamentals of GHRM leading to substantial productivity, down scale production expenditure and greater employee conduct (Mandip, 2012). In their research, Renwick et al. (2008) and (Muller-Carmen et al.,2010) highlight GHRM practices as the greening of HRM practices, which starts with recruitment and selection, training and development, performance management and evaluation, recognition and reward, employee relation, green job design and analysis etc. According to (Arulrajah, & Opatha, 2015) these practices help to reduce harmful environmental impact and also improve the environmental image of the organization.

### **1.3 GREEN RECRUITMENT/ HIRING**

A company cannot achieve its environmental goal without the implementation of its environmental policy. In other for the effects of its environmental policy to surface an environmentally inclined workforce is needed (Arulrajah, & opatha, 2015). To create this green workforce the company must focus on its recruitment strategy and make it green by letting its environmental policy to reflect in the recruitment strategy. The aim of this is to be able to have an outstanding human workforce with high environmental awareness (Aranganathan, 2018). Hence, green recruitment can be defined as the process of applying firms' environmental ethic in its recruitment procedure with the aim of selecting employees with skills, knowledge and behaviors which are in line with firm's environmental conduct. Wehrmeyer (1996) the green recruitment procedure ensures that new employees could meet up with the firms' environmental ethic and also keep up with its environmental objectives.

A large no of research have highlighted employee perception of organization environmental awareness as a drive for their wiliness to work in such organization. This is confirmed by the British Carbon Trust survey which conclude that over 75% employee says they will prefer to work in organization with functional environmental policy (Clarke, 2006). Dechant and Altman (1994) is another study which support employee preference to only working for organization that will boost their profile. In their study of organization pro-environmental behavior on recruitment it was concluded that organization awareness to environmental protection improve such organization attractiveness and hence increases employee wiliness to work in such environmentally friendly organization (Bauer & Aiman-Smith 1996). Also according to (Tandberg, 2007) it was concluded that 80% of present staff prefer to be employed by company that cares for the environment. Hence, by becoming a green employer firms stand a better chance of attracting more employees (Phillips, 2007; Stringer, 2010).

In the selection of employee with green behavior organization will need the service of recruiter that are familiar with the fundamentals of environmental protection and preservation. The recruitment process can either be at the employee level or organizational level. At the employee level, green job description and specification must be included in the recruitment process to deduced if new employees has the ability and conduct that are in line the firm green plan Phillips (2007) and Stringer (2010).

In a nut shell, the employee must have the following characteristics as pertains to environmental protection (Opatha & Anton , 2014)

- Preservation of the environment
- Non-Polluter of the environment
- Nature Lover
- Recycling Ability of resources such as water and paper
- Conservation of energy such as electricity

At the organization level, the recruitment process should not involve the use of paper and also ensures that the process comply with the environmental goals of the organization.

This could be achieved by making use of online job advertisement, computer base interview and the likes in place contemporary paper base recruitment procedure (Aranganathan, 2018)

Among its advantages, green recruitment/hiring helps to reduce organization carbon footprints as it eliminates the use of paper and also reduces energy consumption in an establishment (Aykan, 2017). It has also led to innovative use of electronic devices for activities such as teleconferencing, online training, virtual meeting, job sharing etc. thus eliminating unwanted travelling.

According to Renwick et al., 2013 green recruitment/hiring comprised of three branches namely

- Green candidate awareness
- Green employer image branding
- Green benchmark for employee attraction.

Green candidate awareness refers to prospective employee attitude and understanding as it concerns environmental wellbeing. Such employees are seen conscientiously and consciously promoting organization environmental goals as they perform their duties (e.g., Perron et al., 2006).

Green employer image branding deals with firms' perspective and programs towards the greening of the environment (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). In their work (Jabbour et al., 2013) highlight green employer image as one of the factors which prospective employees consider in selecting which firm to work for. Henceforth, employers must strive to improve their green image as it gives them great potential to attract new talent into their workforce.

Green benchmark involves the addition of green required criteria in either job description or specification. This will include questions on environmental ethics, goals and conducts (Renwick et al., 2013)



## 1.4 GREEN TRAINING

The acquisition of skills and knowledge needed by employee to perform duties which are concern with the environment is called Green Training. Skills and knowledge acquired through green training are mainly for preservation or conservation of resources as well as for the recycling of used resources, and nevertheless to instigate the right attitude towards the environment (Sheikh, Islam, & Rahman, 2020).

(Jabbour, 2011) define green training as a set of task which inspire employee in the acquisition of skills for better environmental protection and increased awareness towards the environment. At the installation of any form of green technology such as water purification, recycling & waste management, energy generation and so on in the organization the green training must be organized so that employee will be familiar with how such technology works (Sheikh, Islam, & Rahman, 2020). Thus, it is right to say that the aim of green training in line with working techniques is to familiarize employee with the working procedure of such green technology and also to enlighten employee on how to solve environmental problems.

In every organization, green training should be treated as an educational program meant for all member and not as an exceptional program to those employee within the environmental department (Saeed et al., 2018). Making green training available to all employee helps them to understand the risk or danger which climate change can have on the status of the firm (McCloy, 2021). In his work (Philips 2007) highlight how 42% of UK establishment educates and train their employees in business activities that enhance environmental sustainability.

Green training helps employees to develop pro-environmental ideals. Pro-environmental initiatives depends on employee environmental awareness, skill and knowledge (Fernandez et al., 2003). Green training initiative makes employee adhere to the significant environmental protection measures and control among which are data collection on waste and pollution origin (Kjaerheim, 2005). Knowledge which are needed by employees in dealing with environmental affair are gotten through green training (Sheikh, Islam, & Rahman, 2020). According to a China report, it was disclosed the environmental knowledge enhance employee awareness (Saeed et al., 2018). Green training need to be mixed with an appraisal system and reward system as they further enhance pro-environmental behavior (Dias-Sardinha & Reijnders, 2005).

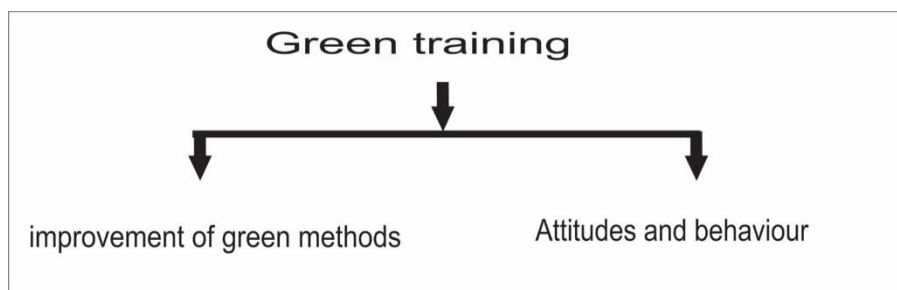
Provision of green training to both supervisory and non-supervisory employee is a key function of Human Resource Management (Arulrajah & Opatha, 2015). The introduction of green technology such as fast communicating devices enables a more flexible working environment among employee, thus, eliminating unnecessary business journeys (Jackson et al, 2011). At the organization level, green training can be conducted either through seminars or workshops. Green educational training aim to impact the attitude and behavior of both supervisory and non-supervisory employee (North, 1997).

Renwick et al, (2008 &2013 suggest a number of green training initiative which includes the following;

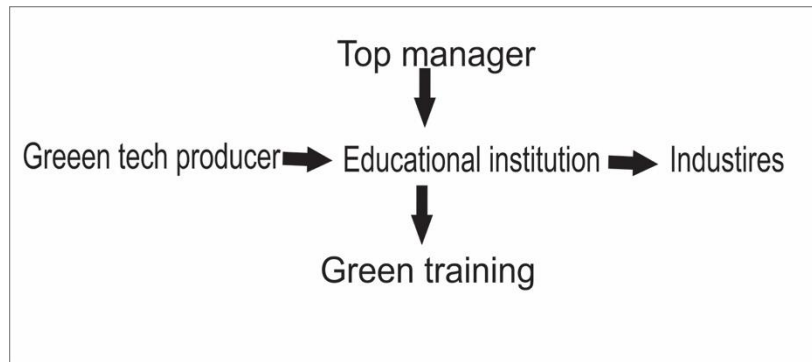
- Employee turnover to highline them with future position
- Peculiar training on recycling, energy usage and safeness within the workplace
- Training towards individual green skills
- Re-orientation of new employee with experience from environmental concerned industries.

These training can be conducted either fully as online based or that with online modules eliminating the need to print handouts (Jamshed et al, 2022).

When designing a course outline for green training they must be specific to organizational needs with indicators to evaluate the effects of such training (Perron et al, 2006). The success of all the other green Human Resource practices depend on the level of training made available to employees as training presents the knowledge and benchmark of which the green team must work towards (Daily et al, 2009). For green training to achieve its full objectives, there must be a high dedication from the top managers, developer of green technology and also a link between educational institution and industries on how best to implement green training (Unnikrishnan & Hedge, 2007).



**Figure 1;** aim of green tech training



**Figure 2;** parties involve in the implementation of green training

### **1.5 PERFORMANCE APPRAISAL**

Green performance appraisal is the main branch of green performance management, which determines the success of other reward and compensation programs (Hermann, Kroeze & Jawjit, 2006, Skeikh et al., 2020). Performance management is a system, which involve close monitoring, documentation, and provision of adequate feedback on employees' activities thus, educating employees on how best to position their skills for the actualization of the company's goals (Sheikh et al., 2020). Through the feedback mechanism of performance management, employees can prevent themselves from inappropriate attitudes and behaviors (Jabbour et al., 2010). Performance management further explores gaps in current and future exploration and possible technological innovations (Mishra, 2017). Ivancevich, 1995 emphasized the goals of green performance assessment and performance management to measure the level of employees' performance of their activities in terms of organizational goals and results.

In the field of environmental management, both GPM and performance appraisal system provides an efficacious structure for the assessment of an employee's activity (Jabbour et al., 2008). In human resource management, performance evaluation is considered a tool to drive the realization or implementation of other green policies (Jabbour et al., 2007). An assessment policy that sets green benchmarks for employees can motivate and encourage them to learn about such standards (Sheikh et al., 2020). Performance appraisal is a determinant of some employee job descriptions, which are considered to be the most important to the organization, so employees tend

to pay more attention to this quality (Sheikh et al., 2020). Performance appraisal incentives could be monetary or non-monetary based so far it measures up to employees' satisfaction they are motivated to carry out whichever duties that are due (Vroom, 1964). Employee characteristics such as strength, organizational citizenship behavior, current achievements, and future progress are important criteria for evaluating performance evaluations (Haseed, 2020).

In their work, Renwick et al., 2012, highlight topics, which are often discussed in Green Performance Appraisal as “environmental incident, use of environmental responsibility and the communication of environmental concerns and policy.” Top managers and supervisors' responsibility is of great importance in the achievement of environmental performance appraisal (Mandip, 2012).

In short, the performance management and appraisal system is comprised of four stages (Tang et al., 2018):

- Implementing green goals for employees
- Developing green performance measures
- Appraisal of green performance,
- Dis-benefits.

Performance appraisal practices are of benefit to both the employees and the organization (Balu, 2022). To the employees, it includes:

- Maximized in salary,
- Enhancement in an employee's progress
- A tool of motivation
- Spot strength and weakness
- Providing feedback to employees about their performance,

To the organization, it includes:

- Maximize in efficiency
- Help to understand the employee's concern,
- Helps to promote teamwork
- Help maintain a transparent system

## 1.5 ENVIRONMENTAL PERFORMANCE

All organizational activities have a direct impact on the environmental, to minimize these negative environmental impacts organizations must implement friendly environmental policies and procedures (Mwita & Kinemo, 2018).

Therefore Environmental conservation has become a pressing matter compelling establishments to accept and utilise ecological management conduct. To define environmental performance, according to Jabbar et, al (2014) it is the performing of exercises or activities in a manner that decidedly influence the environment for sound health and safety of its populace. Two major goal of environmental performance are:

1. To check the level of pollutant in the environment
2. To improve cothe standard of the environment to an accepable degree

Most company these days has began to adopt environmental performance in other to obtain a competitive advantage over their contemporaries.

Three reasons among many why it has become advantagerous for companies to adopt environmental performance :

1. It is ethical, as it is their job to protect their environment
2. Commercial, as large number of companies have become more instrested in the environement and taking environmental management into their accounts.
3. Ecomomic, paying attention to the environment has helped many organisation in conserving energy , resources , reducing expenditure and also stayin put from government **restrictions**

Human Resource Department plays a big role in the accualization of the selected practices toward the management of the environment (Wilkinson, 2001). Reviews from a number of notable researchers has concluded that the Human Resource Management is the most essential component in achieving environmental performance (Jackson et al., 2011; Govindarajulu and Daily, 2004; Daily and Huang, 2001; Jabbour and Santos, 2008; Sarkis et al., 2010).

To achieve environmental performance, it is very important to the right workforce of employees. To do this the employer must consider careful recruiting and selection of employees, providing them with performance based benefits coupled with sound training to as to expand their scope about environmental performance. (Renwick, 2008; Sudin, 2011). Attitudes and behavior

of top manager towards employees is a strong incentives which can motivate employee to achieve environmental performance. The implementation of all policies and procedures is the responsibility of the supervisor to implement it in the production process and knows employees for the best environmental performance (Daily, Bishop, & Govindarajulu, 2009).

Some organizations take preventive measures to eliminate wastes during production and try to follow environmental ethics so as to achieve standard environmental performance. Production companies use green efforts to reduce water waste in operations and conserving energy through educating employees, customers, and also his supplier (Rahman, Reynolds, & Svaren, 2012).

Environmental performance is so important that large companies and corporation have begun to put in place merchant and large environmental performance practices to serve as a guide in knowing the performance of the company in keeping the environment save for all. According to (Mandip, 2012) these practices or protocol may include:

1. Adequate use of production substances or materials
2. Proper discharge of production waste
3. Due environmental auditing
4. Reduction in size and volume of waste

Tata group of companies is an example of corporation that has put in place this environmental performance guide lines.

To initiate environmental performance in an organization it is advisable to input the performance evaluation to the job description alighting the appropriate goals and task.

## **1.6 GREEN HUMAN RESOURCE MANAGEMNT AND ENVIRONMENTAL PERFORMANCE**

The protection of the environment has become an important issue to many organization prompting them to go green in other to set grounds for the reduction or eliminating of negative impact of their production activities on the environment. Many researchers have concluded that the achievement of environmental protection or dimension is an important function of human resource or employees. According to Russo and Fouts (1997), environmental performance involves core changes in human resource. This is the reason why many studies support the point that green human resource management tends to drive organization outstanding

environmental performance.

The functions of human resource inter-correlation in upgrading environmental performance (Siyambalapitiya et al., 2018). In line with strong competition there is always need for organization to modify the course in utilizing environmental performance alongside human resource management

Carrying out an explicit system of green HRM to upgrade environmental performance is finished by applying environmental educational and educational training with attention on boosting workers to be pleased as a piece of a green association, along these lines expanding their responsibility and empowering them to participate in eco-accommodating conduct. Nevertheless, the association can likewise consider giving employee involvement in harmless to the ecosystem rehearses through nonmonetary grants.

Many researchers have described the extent green training a function of GHRM effect on the enhancement of environmental performance. According to Paille' et al. (2020) green training is considered as the principal function of GHRM as it foresees environmental performance. The improvement in separate environmental performance alongside the reinforcement from the organization is always on the high so far employee are adequately pleased with their involvement in the environment. For this reason employee involvement in green training is highly needed for the success of environmental performance. This makes employee to be more readily and adequately prepared in solving environmental problems within the organization such as waste reduction, processing and its replacement at any possible time required in the company production activities thus upgrading the establishment environmental performance. The availability of opportunity for employee to utilize their knowledge, skill and consciousness of the environment in their day to day activities has been found to enhance the organization environmental performance. (Pham et al., 2019).

Contrast to green training been the most important function GRHM in improving environmental performance, compensation has been considered the lowest impact factor among other dimensions of GHRM towards the enhancement of environmental performance. Mousa, et, al. (2020). This is due to the fact that compensation is not generally adopted in reinforcing pro-

environmental behavior as most employees are mostly involve in issues which has no environmental benefits, but attention is more related to issues involving service and product. Thus, taken into thought both employee and organization concern are important for organization in the planning of GHRM and environmental performance.

### **1.7 ROLE OF HUMAN RESOURCE**

Numerous associations are applying an incorporated way to deal with execute environmental management programs. Yet, accomplishing this mix of human resource and environmental management includes critically changing the methodology of some HR staff themselves to green issues just as changing the unreasonable practices that all degrees of staff might have learned over many years. A vital job for HR environmental chiefs could be to lead line managers as far as acquiring full staff co-activity towards carrying out environmental approaches which implies HR needs to sustain allies and make organizations of issue solvers willing to act to change the current the norm. This can possibly occur if the organization builds up formal and casual correspondence networks with their worker featuring the company's green endeavors for eg. In the organization bulletin and site.

Some alternate ways could be to share research, model green conduct, working with inward advertising staff to course enlightening and persuasive articles, segments and different materials to workers consistently. Human resource focus on information management, environmental index, environmental performance, work screening, preparing, repetition, decreasing status differentials, and the executives' style can be coordinated together to deliver environmental upgrades for the firm. Also, human resource can produce an ecological report that incorporates an approach explanation, targets, and progress measures, generally sway which will support line managers and workers to invest wholeheartedly in sustainability drives.

### **1.8 HUMAN RESOURCE MANAGEMENT AND ENVIRONMENTAL PERFORMANCE**

The intricacy and significance of environmental management can be noticed at the point when its definition is thought of: environmental management includes a progression of changes, what's more, arranging of design, frameworks, and exercises of an organization to define



a particular kind of position identified with the environmental variable (McCloskey and Maddock 1994).

As of late, Govindarajulu and Daily (2004) recommended that not just environmental management system must be upheld by specific acts of human resource management. Essentially, the environmental dimension ought to be incorporated when growing new items and measures and, as a result, remembering the environmental dimension for these hierarchical exercises are similarly fundamental.

With respect to environmentally suitable advancements, environmental issues are incorporated either with the new item interaction and cycle improvement or with changes in existing items (Pujari, Wright and Peattie 2003). However, the current suppositions of item improvement in assembling organizations are transcendently founded on current models in request to deliver merchandise with minimal expense, superior grade, and profitability. As an outcome of this rationale, the environmental dimension will, in general, be considered as an extra expense, which is included just when essential.

The advancement of cleaner advances requires human resource management to perform a functioning job. Monitoring the environmental strategy of a company, it needs to give the capabilities required for the persistent improvement of the environmental performance.

Rothenberg (2003) states that employees are the major specialists in the manner environmental dimension can be remembered for the most principal authoritative exercises. In this manner, spurring, and reassuring workers to accept a proactive natural stance turns into the new objective of the human resource procedure.

As per the standards of Wehrmeyer (1996), Jabbour and Santos (2008) show that human resource management may add to environmental management in organizations:

They ought to:

- Enlist and select individuals focused on the climate
- Prepare and assess workers' presentation dependent on natural rules
- Carry out methods of fulfilling individual and aggregate natural execution in compensated and non-compensated ways

- Animate nonstop instruction in environmental management
- Treat natural viewpoints as upsides of corporate culture and
- Advance connection between groups to manage environmental issues and take a stab at nonstop improvement of environmental happenings.

**Table 1.** Role of Human Resource for environmental management in companies

<i>Role of human resource</i>	<i>Activities</i>
<i>Support to environmental management System</i>	<ul style="list-style-type: none"> <li>• <i>Provide training</i></li> <li>• <i>Guarantee effective communication</i></li> <li>• <i>Motivate employees</i></li> </ul>
<i>Develop organizational change</i>	<ul style="list-style-type: none"> <li>• <i>Incorporate environmental dimension in the values of a company</i></li> <li>• <i>Develop competencies for environmental management</i></li> <li>• <i>Stimulate ethics for environmental issues</i></li> </ul>
<i>Alignment of functional dimensions</i>	<ul style="list-style-type: none"> <li>• <i>Include environmental dimension in job description</i></li> <li>• <i>Train for the environment</i></li> <li>• <i>Evaluate performance and reward based on environmental Strategy</i></li> <li>• <i>Recruit and select based on environmental criteria</i></li> </ul>

*Source: Adapted from Wehrmeyer (1996, p. 40)*

## CHAPTER TWO

### THEORETICAL FRAME WORK AND RESEARCH OBJECTIVES

#### 2.1 BACKGROUND OF RESEARCH:

Green HRM, practices despite being an emerging approach in developing economies. To most organizations, it is not a term that is coined from the thin air, but its implementation in various branches of HRM remains a challenge (Pooja P, 2014). In fact, it's either existence of none or only a few Green HRM concept exists in almost all organization within the developing economies. Hence, the necessity of adopting an organizational green approach and employee green involvement is seldom discussed. (R.K Mishra, et. al., 2014). This is verified by the Society for Human Resource Management (SHRM, 2008) survey which concludes that 22 per cent of organizations implement HR practices while about 50 per cent are far from implementing such practices.

The cost and time for implementation and maintenance of GHRM practices is a major factor that has contributed a barrier to the taking off of major GHRM practices in developing economy organization. (Parida et. at., 2015). Besides time and financial factors, other resources such as working tools, human capacity, knowledge capacity and specialist capacity are considered essential needs by senior managers while adopting green HR practices. Despite the cost and finance involve a number of green initiatives still exist in most companies such as double-sided printing resulting in less paper usage, switching off electrical appliances, online (job application, submission, interview, and conferencing). But more approach is still needed to further introduce other GHRM practices. (Mousumi & Nilanjan, 2015).

For an organization to achieve its environmental stance, it is important for HR personnel to devote time in understanding the extent and drop of green HRM practices, this improves organizational environmental performance. (Peerzadah et, at., 2018). These practices also have positive effects on an employee's innovative environmental behavior. Employee green attitudes and behavior remain an important and critical factor to the determinant of organization sustainability goals. (D. Jenny, 2015). In their work (Dechant & Altman, 1994) highlights the wiliness of employees to work for company that will improve their profile. A number of researchers also conclude that organizational social and environmental awareness is another major factor that does attract employees to organizations. Example of such study is that carried out by

Hewitt Associates, 2009. This study also supports the fact that green HRM practices help an organization to achieve a competitive edge in terms of reputation, profit merging, energy, and wastage reduction.

Every organization must aim to achieve the status of a green employer as it improves employer branding as well as company status, which are important indicators for attracting an environmentally aware employee. (CIPD, 2007). The implementation of green practices to the conceptual HRM practices gives birth to GHRM, which addresses how HRM practices can improve environmental well-being. (Uddin, 2018). Example of such practices includes; the recruitment of an employee that exhibit green attitudes and behaviors, provision of training on environmental green practices, green performance appraisal and so on. (Sawang & Kivits, 2014). Amongst many ways in which organization can boost their environmental performance includes key points such as: improvement of employees' green abilities through training, implementation of green indicators in the recruitment process which ease the formation of green workforces, performance appraisal, and implementation of green task among employees and so on. (Renwick et, al., 2013)

Environmental leaders gifted with skills such as partnership, work distribution, interpersonal communication, adoption of change, appealing and so on are needed to pilot employees' green involvement. (Egri & Herman, 2000). The induction of green approach in organizational performance is made possible by senior managers who are environmentally knowledgeable to firms' sustainability goals. (Sawang & Kivit, 2014). The activity and decision of major stakeholders (external and internal) are influential towards organization adoption of green practices. (Cherian & Jacob 2012). External stakeholders such as government agencies can influence an organization's implementation of green approach. For example, the Ministry of Environment in Turkey can outline environmental initiatives for different companies to follow. Customers, which are another important external stakeholder can also compel an organization to be socially responsible and aware of their activity towards the environment. Employees, top managers, middle managers and HR management group are important internal stakeholders whose activities are essential toward firm's green practice implementation. (Aguilera et at., 2007). As their presupposition drives organization in implementing green HR practices with the aim of captivating green employee.

Environmental issues when considered as a subject that not only affect the universe but, also as that which has a direct effect on organization, then senior managers are prompt to modify their HR policies, thus implementing green practices along with it. (Lehman et al., 2002; Simpson & Flynn, 2007). The adoption of green practices is further made possible by the availability of adequate resources such as time, people and financial resources. In their work (Schrum & Glassat, 2006) singled out insubstantial financial plan, time and human capital as major hurdle in implementing green technology by teachers and educational leaders within the school setting. The endorsement of green practices at the organizational level is propel by major decision mover with direct effect on the environment. (Sawang & Kivits, 2014).

Employees' pro-environmental behaviors are crucial in determining the successful implementation of organization creativity toward environmental stability. In their work (Manika et al., 2013) concluded that employee pro-environmental attitude and pro-environmental perception directly has a positive and determinant effect on green HRM practices (green recruitment and selection, green training and development, green performance appraisal and so on. Pro-environmental behaviors and perceptions are further improve while working with organizations that are implementing green practices in their HRM policies. (Dumont et al., 2017) Pro-environmental attitude of employee is dependent on employee environmental illiteracy and consciousness. (Safari, Salehzadeh, panahi, &Abolghasemian, 2018)

For long term sustainable growth, implementation of green HRM is highly needed. Job description, job design and recruitment process are major means with which organization can make its green status known to employees. Employee environmental knowledge and consciousness are examine during interview process by asking questions which are within the scope of environmental management. (Manika et al., 2013). The projection of a fierce environmental plan by organization pronounce to employees the norms that are key to the organization. (Rangarajan &Rahm, 2011). To improve employee involvement in environmental attitude, organization must implement green practice along with proper job design and appraisal mechanism towards green behavior. (Manika et al., 2013).

(Milliman & Clair, 1996) stated four steps for a green human resource management development model:

- Provide an environmental idea as a monitor

- Train employees to segment their environmental vision and goals,
- Evaluate employee environmental performance, and
- Recognize employee environmental actions using reward programs

## **2.2 JUSTIFICATION OF THE STUDY:**

GHRM has been a hard discussion in developing countries and a topic many researchers have advocate for the exploration this area of study. According to (Mishra et al., 2017) he suggested that future studies should explore the role of HRM for Green Human Resource Development by developing interconnected policies, processes, and systems as a part of Human Resource Functions. Proper support from management and good communication may clarify the importance of Human Resource to build a green environment.

## **2.3 PROBLEM STATEMENT:**

Environmental issues have become the burning discussion for many countries and should address with a proactive approach including GHRM and improving supervisory support behavior toward the green planet. At present, the world must take preventive actions for reducing pollution to make the earth a healthy living place. Developing countries are taking serious measures to address the issue by good planning, setting goals and developing policies at the corporate level. This study investigates the relationship between GHRM and environmental performance in Turkey wood industry.

## **2.4 RESEARCH QUESTIONS:**

The literature strongly emphasizes green human resources and environmental performance. The discussions are getting more attention especially in developing countries like Turkey. The proposed research will address the following question:

- What is the effect of green human resource management (recruitment, training, performance appraisal system) on environmental performance in Turkey?

## 2.5 RESEARCH OBJECTIVES:

The main objectives of the study are to uncover the above stated potential questions by exploring the following dimensions:

- Exploring the impact of green human resource management on the environmental performance of Istanbul's textile industry
- Find out the impact of recruitment on GHRM practices
- To find the impacts of training on GHRM,
- To find the relationship between performance appraisal systems and GHRM,

## 2.6 SIGNIFICANCE OF THE RESEARCH:

This research finds the relationship between GHRM and environmental performance in wood industry of Turkey. It will help improve the department's HR practices and environmental performance

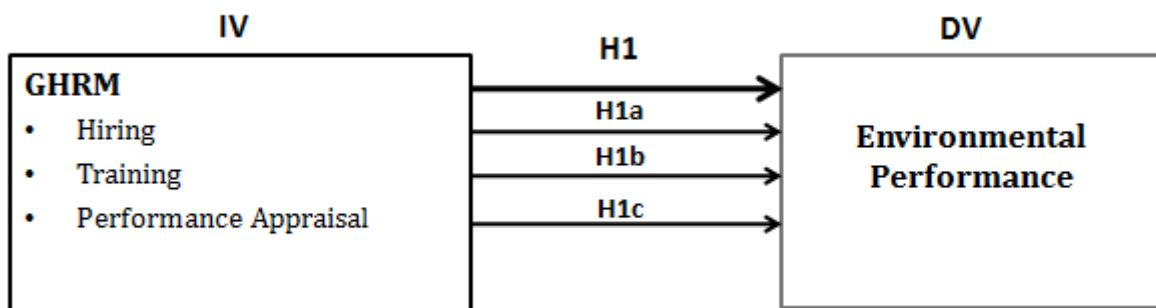
This study helps governments and organizations design appropriate policy mechanisms by developing legal, economic, and communication tools for green HR practices to reduce environmental pollution. As Turkey is a developing country with the acceptance of new environmental challenges, this research helps them out to design environment friendly policies to implement.

**Table 2** Operational Definitions of the Study Variable:

Variables	Definitions
GHRM	<i>“Green HR management is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of</i>

	<i>environmental sustainability” (Rawashdeh &amp; Adnan. (2018).</i>
Environmental Performance	<i>“Environmental performance is defined as the commitment of organizations to preserve and protect their natural environment with its multi-dimensional characteristics, such as maintaining the quality of water, air, soil.” (Gallego-Alvarez, Vicente-Galindo, Galindo-Villardón, &amp; Rodríguez-Rosa, 2014, p. 7830)</i>

## 2.7 CONCEPTUAL FRAMEWORK



*Fig 3 conceptual framework*

**H<sub>1</sub>:** Green human resource management positively affects environmental performance.

**H<sub>1a</sub>:** Green Hiring has positive effect on environmental performance

**H<sub>1b</sub>:** Green Training has positive effect on environmental performance

**H<sub>1c</sub>:** Green Performance Appraisal has positive effect on environmental performance



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 SAMPLE AND DATA COLLECTION**

Data was collated through a self-administered survey. The correspondents were employees from 10 major wood companies' product in Turkey with product such as Arden furniture, log, timber, plywood, pallets, and so on as their operations greatly have impacted the environment. Starting with deforestation to give room for planting of different kinds of wood, logging of matured wood, the transportation of wood from the forest, disposal of left overs and unwanted materials and so on. A total of ten companies were selected for this survey among the wood companies in Turkey due to the following reasons:

- I. They were among the major pioneer in the wood industry of Turkey and stand relevant among turkey's wood companies till this present moment.
- II. Between the list of the wood companies that was collated, they have the highest no of employees numbering between 50-100 and above from which by any technique of determining the minimum possible sample size for this research, this company will always be the best with the population no from which the sample size can easily be gotten eliminating wastage of time and money trying to look into other company population size.

This companies were contacted through their online e-mail contact. The body of the mail contained detailed info about how the research could further help the companies either through the justification of their HRM policy or help to implement better policies that will reflect better environmental performance. Then, the HR managers were then contacted with a mail similar to the first that was sent to the company's mail address with the addition that they have a major role to play in vis-a-vis other employees for the quick completion of the survey as time was a resource that wasn't readily available. An online questionnaire was then designed with Qualtrics accessible both in English and Turkish language for easy understanding on the part of the employees. The questionnaire universal resource locator (URL) was sent to the employees with minimum of a tertiary educational experience through the help of the HR managers. The questionnaires were completed by the employees using the self-administered technique.

The online questionnaire was made up of 4 sections. The first section addressed the purpose of the questionnaire and its importance. The second section provides the survey instruction while the third part contained the correspondent's age, gender and working experience. Employees with working experience less than a year in the organization were automatically removed. The fourth part carefully evaluates the scale items for the research with a different question in order to reduce the occurrence of common method bias (CMB). To promote data validation, several precautions were taken. In eliminating multiple answering of the questionnaire the Qualtrics system records each respondent's internet protocol (IP) thereby disallowing multiple responses from the respondents. Furthermore, conceal timer was enabled to monitor time spent by correspondents on the questions.

### **3.2 MEASUREMENT**

The survey explored the relationship between green HRM (Hiring, Training and Performance Appraisal) & environmental performance between employees of woodwork organizations in Istanbul Turkey by a structured questionnaire, which has been developed on the instruments by previous researchers.

The questionnaire was composed in English, a linguist was employed to assist in translating the questionnaire into Turkish language. A likert type scale spanning from strongly agree (1) to strongly disagree (5) was used in measuring every component of GHRM, Green (Training, Hiring, Performance Appraisal) and Environmental Performance variables.

#### **3.2.1 Green HRM**

The six-item used for GHRM scale was extracted from the six-item scale used by Shen and Benson (2016) for corporate society responsibility (CSR) HRM scale. And also that used by Hsiao et al., (2014) in staff education element of environmental management system. These items are: *“My organization provides adequate training to promote environmental management as a core organization value;”* *“My organization considers how well employee is doing at being environmental performance as part of their performance appraisal;”* *“My organization relates employee's environmental performance to reward and compensation;”* *“My organization*

*considers personal identity environmental management fit in recruitment and selection;”*  
*“Employees fully understand the extent of corporate environmental policy;”* and *“My organization encourages employees to provide suggestion on environmental improvement;”*

### **3.2.2 Green Hiring**

The four item scale used by Elziny 2019 for green Job Advertisement and selection were adopted and structured to measure green hiring. These items were; *“HRM expresses certain environmental values in the job advertisements;”* *“HRM indicates the preference to recruit candidates who have competency to ecological knowledge and skills in the recruitment message;”* *HRM selects applicants who are sufficiently aware of greening to fill job vacancies;”* and *“HRM announces you about your commitment to ecology during the personal interview”*.

### **3.2.3 Green Training**

Six item green training scale was extracted from Pham et. al., 2019. These items were; *“An adequate amount of environmental training is provided to employees;”* *“Employees can have opportunities to be trained on environmental issues;”* *“Employees receive environmental training frequently;”* *“Employees use their environmental training effectively;”* *“Employees have opportunities to use environmental training;”* and *“An adequate assessment of employee’s green performance after training;”*

### **3.2.4 Green Performance Appraisal**

A four item green performance appraisal scale was extracted from Elziny, 2019. These item include; *“HRM establishes a clear set of rules and regulations which regulates employees to be concerned with environmental protection;”* *“HRM observes employees’ environmentally-attitudes when performing professional tasks (such as paper use reduction);”* *“HRM formulates and publishes the rules of conduct relating to eco-behavior;”* and *“HRM sets penalties or dismissal for environmental management breaches;”*

### 3.3.5 Environmental Performance

Seven item scale for environmental performance was constructed using that of Y.T Kim et. at., 2019 as a base. The item include; “*Reduced waste;*” “*Conserved water usage;*” “*Reduced purchases of non-renewable martials, chemicals and components;*” “*Reduced overall cost;*” “*Improved its position in the marketplace;*” and “*Helped enhance the reputation of our organization:*”



## CHAPTER FOUR

### DATA ANALYSIS

#### 4.1 INTRODUCTION

This chapter presents the data analysis of the study for responding to the objectives of this study. Data have been analyzed in frequency, percentage, Cronbach Alpha, Descriptive Statistics, Regression and Correlation analysis. The results of data analyzed have been presented in the form of tables and chart below.

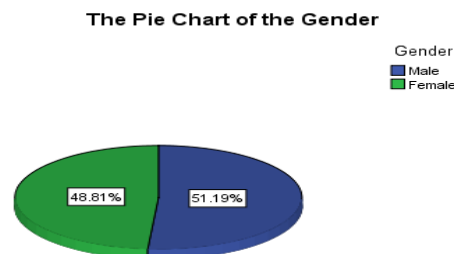
#### 4.2 DEMOGRAPHIC DATA PRESENTATION

**Table 3** Frequency Distribution for Gender

Gender	Frequency	Percentage (%)
Male	150	51.2
Female	143	48.8
<b>Total</b>	<b>293</b>	<b>100</b>

Source: field study 2021

**Table 3;** above shows that 150 male and 143 female individuals participated in the study. This means there are no biases in administering the questionnaires to the employees of the company.



**Figure 4** pie chart of Genders

According to **figure 4** above, 48.81% of the respondents are female while 51.19% are male. This shows that there is a slit margin between the genders.

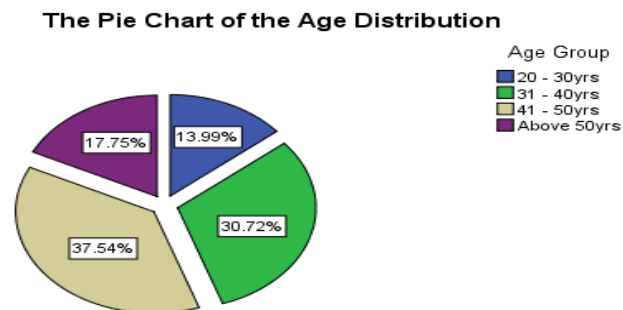
**Table 2** Frequency Distribution for Age

Age (years)	Frequency	Percentage (%)
20-30	41	14.0
31-40	90	30.7
41-50	110	37.5
Above-50	52	17.7
<b>Total</b>	<b>293</b>	<b>100</b>

Source: field study 2021

**Table 4;** indicates that 14% of the respondents are in age bracket of 20-30 years, 30.7% are 31-40 years, 37.5% are 41-50 years, and while 17.7% are above 50years.

**Figure 5** pie chart of Age



**Figure 5** above shows that the respondents with the age between 41-50yrs had the highest percentage of 37.54%, followed by 31-40yrs with 30.72%, above 50yrs with 17.75%, and lastly 20-30yrs with 13.99%.

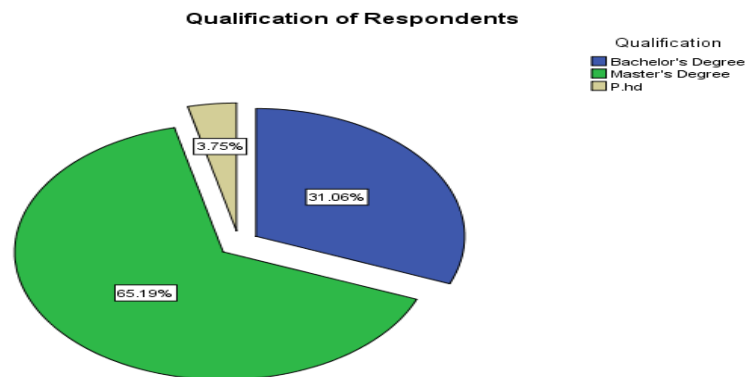
**Table 5** Frequency Distribution for Qualification

Qualifications	Frequency	Percentage (%)
Bachelor's degree	91	31.7
Master's Degree	191	64.3
P.hd	11	4.0
<b>Total</b>	<b>293</b>	<b>100</b>

Source: field study 2021

According to **Table 5**, which indicate that majority of the employees had master's degree as their educational qualification with a frequency of 191, followed by Bachelor's degree with 91 respondents and finally 11 respondents with Ph.D.

**Figure 6** Qualifications of Respondents



**Figure 6** shows that 65.19% of respondents had master's degree, 31.06% with bachelor's degree and 3.75% had Ph.D. This portray that there are enough skilled and competent employees in the sample.

**Table 6** Frequency Distribution of Experience

Experience (years)	Frequency	Percentage (%)
Less than 5	66	22.5
5 – 10	145	49.5
10 – 15	-	-
16 – 20	82	28.0
Above 20	-	-
<b>Total</b>	<b>293</b>	<b>100</b>

Source: field study 2022

Table 6, shows that 66 of the respondent had less than 5- years experiences, 145 between 5 and 10 years, 82 are between 16 and 20 years, and while 10 - 15 and above 20 years had none experiences. This finding indicates that the range of the experience of respondents is 15 years

Figure 7 Experience of respondents

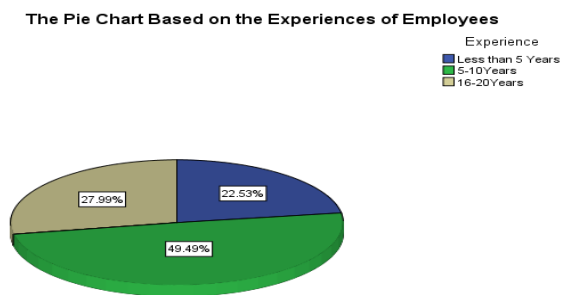


Figure 7 depict that 49.49% of the respondents had 5- 10 years working experience, followed by 27.99% with 16-20 years experiences, and 22.53% has less than 5 years of working experiences



### 4.3 RELIABILITY TEST

Before testing hypotheses, the study instrument used to gather data was put through a reliability test to determine the quality of the questionnaire items (Sharma, 2016). Cronbach's Alpha was used to establish the level of reliability of the research instrument and to measure the items' internal consistency in order to test the reliability of the Likert scale employed in this study (Tavakol and Dennick, 2011; Drost, 2011). The Cronbach's alpha ( $\alpha$ ) test, which is an extension of the Kuder-Richardson Formula (KR-20) test, was used to assess the instruments' reliability.

Any case, an alpha coefficient more than 0.7 ( $\alpha > 0.7$ ) should induce Kent's acknowledgement of the instrument (2001). According to Mugenda & Mugenda (2003), a high coefficient indicates that information is homogeneous.

**Table 7** Cronbach Alpha coefficient interpretation of results

Cronbach Alpha coefficient( $\alpha$ )	Internal consistency
$(\alpha) \geq 0.9$	Excellence
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: field study 2021

**Table 8** Reliability Statistics

Cronbach's Alpha	N of Items
.787	5

Source: field study 2021

According to **table 7**, which shows the reliability statistics, I can conclude that the test is reliable and acceptable at  $\alpha \geq 0.78$ .

#### 4.4 DESCRIPTIVE STATISTICS TEST

The descriptive statistics of the variables are shown in the table below. It presents a summary of the variables' mean, standard deviation, maximum, and minimum values.

**Table 9** Descriptive Statistics of Green Human Resource Management

Variables	N	Minimum	Maximum	Mean	Std. Deviation
GHRM1	293	2	3	2.68	.466
GHRM2	293	3	4	3.64	.481
GHRM3	293	3	5	4.46	.513
GHRM4	293	3	5	4.46	.513
GHRM5	293	3	3	3.00	.000
GHRM6	293	3	5	4.46	.513
GHRM Total	293	3.00	4.17	3.7838	.27710

Source: field study 2021

Indicated by **table 9** that the descriptive statistics of Green human resources management reveal an overall mean score of 3.78(SD= 0.277). This shows that Green human resources management as a hypothesis has enough entry to test its relationship with the environment. Likewise, it shows that; GHRM3 (My organization relates employee's environmental performance to reward and compensation), GHRM4 (My organization considers personal identity environmental management fit in recruitment and selection) and GHRM6 (My organization encourages employees to provide suggestion on environmental improvement) have the highest mean score among other variables with 4.46 values each.

**Table 10** Descriptive Statistics of Green Hiring

Variables	N	Minimum	Maximum	Mean	Std. Deviation
GH1	293	2	2	2.00	.000
GH2	293	3	4	3.64	.481
GH3	293	3	5	4.45	.531
GH4	293	3	5	4.45	.525
GH total	293	2.75	4.00	3.6348	.28848

Source: field study 2021

According to **table 10**, the descriptive statistics of Green Hiring, which reveal an overall mean score of 3.63(SD= 0.288). This shows that Green Hiring has enough or adequate entry for testing a relationship with the environment. Furthermore, it shows that, GHRM3 (HRM selects applicants who are sufficiently aware of greening to fill job vacancies), and GHRM4 (human resource management announces you about your commitment to ecology during the personal interview) have the highest mean score among other variable with 4.45 values each.

**Table 11** Descriptive Statistics of Green Training

Variables	N	Minimum	Maximum	Mean	Std. Deviation
GT1	293	2	5	4.12	.739
GT2	293	3	4	3.64	.481
GT3	293	2	5	4.12	.739
GT4	293	2	5	4.12	.750
GT5	293	2	2	2.00	.000
GT6	293	3	5	4.46	.513
GT Total	293	3.00	4.33	3.7435	.31132

According to **table 11**, the descriptive statistics of Green Training, which reveal an overall mean score of 3.74(SD= 0.311). This shows that Green Training has enough entry in testing a relationship with the environment. Furthermore, its shows that; GT6 (An adequate assessment of employee’s green performance after training), have the highest mean score among other variables with 4.46 values.

**Table 12** Descriptive Statistics of Green Performance Appraisal

Variables	N	Minimum	Maximum	Mean	Std. Deviation
GPA1	293	2	2	2.00	.000
GPA2	293	2	4	2.91	.863
GPA3	293	3	5	4.45	.525
GPA4	293	3	5	4.45	.525
GPA Total	293	2.50	4.00	3.4531	.34827

Source: field study 2021

According to **table 12**, the descriptive statistics of Green Performance Appraisal, which reveal an overall mean score of 3.45(SD= 0.34). This shows that Green Performance Appraisal has enough entry in testing for a relationship with the environment.

Furthermore, its shows that; GPA3 (HRM develops and publishes the rules of conduct relating to eco-behavior), and GPA4 (HRM sets penalties or dismissal for environmental management breaches) have the highest mean score among other variables with 4.45 values each.

## 4.5 HYPOTHESIS TEST

### 4.5.1 Correlation

All of the study variables were compared to see if there was a linear relationship between them. This was done to see how the variables connected to one another. Pearson Correlation Coefficients were used in the investigation. The results are shown in Table 11.

**Table 13** Correlations

Variables		Environmental Performance	Green performance appraisal	Green Training	Green Hiring	Green HRM
Environmental performance	Pearson Correlation	1	.670**	.394**	-.091	.762**
	Sig. (2-tailed)		.000	.000	.121	.000
	N	293	293	293	293	293
Green Performance appraisal	Pearson Correlation	.670**	1	.281**	-.069	.737**
	Sig. (2-tailed)	.000		.000	.240	.000
	N	293	293	293	293	293
Green Training	Pearson Correlation	.394**	.281**	1	.031	.378**
	Sig. (2-tailed)	.000	.000		.603	.000
	N	293	293	293	293	293
Green Hiring	Pearson Correlation	-.091	-.069	.031	1	.018
	Sig. (2-tailed)	.121	.240	.603		.763
	N	293	293	293	293	293
Green HRM	Pearson Correlation	.762**	.737**	.378**	.018	1
	Sig. (2-tailed)	.000	.000	.000	.763	
	N	293	293	293	293	293

\*\* . The correlation is significant at the 0.05 level (2-tailed).

According to table 12, Green Human Resources Management (.000), Green Training (.000), Green Performance Appraisal (.000) and Green Hiring (.121) are statistically significant with

Environmental performance as  $P < 0.05$ . Likewise, there is a strong relationship between the variable except Green Hiring (-.091) which has a negative relationship.

#### 4.5.2 Regression

The statistical significance of the independent variables in explaining the dependent variable was tested using regression analysis at a 95% confidence level. The average ratings for each variable's questions were utilized as the variables' measurements, allowing them to be entered into SPSS Version 21 for multiple regression analysis.

**Table 13** Regression analysis

Hypothesis	Regression	Beta coefficient	R <sup>2</sup>	F	T value	P value	Hypothesis supported
H <sub>1</sub>	GHRM→EP	.518	.627	121.140	10.002	.000	Yes
H <sub>1a</sub>	GH→EP	-.080			-2.464	.014	No
H <sub>1b</sub>	GT→EP	.104			3.218	.001	Yes
H <sub>1c</sub>	GPA→EP	.163			4.092	.000	Yes

##### 4.5.2.1 H<sub>1</sub>: Green human resource management positively affects environmental performance.

According to table 11, the hypothesis test of Green human resource management positively affect environmental performance. The dependent variable EP was regressed on predicting variable GHRM to test the hypothesis H<sub>1</sub>. The independent predicted the dependent variable  $F(4, 292) = 121.14$ ,  $P(.000) < 0.05$ , which indicates that the overall model is fit, (Beta = .518,  $P(.000 < 0.05)$ ). Therefore, Green human resource management has positively and significantly impact on environmental performance. Likewise, the  $R^2 = .622$  which depict that 62% of independent variables are explaining the dependent variable. Which means GHRM, GH, GT, and GPA are predicting EP at 62%. Therefore, hypothesis (H<sub>1</sub>) (Green human resource management positively affects environmental performance) is accepted.

#### 4.5.2.2 $H_{1a}$ : *Green hiring has positive effects environmental performance.*

According to table 11, the hypothesis test of Green hiring has positive effects on environmental performance. The dependent variable EP was regressed on predicting variable GH to test the hypothesis  $H_{1a}$ . The independent predicted the dependent variable  $F(4, 292) = 121.140$ ,  $P(.000) < 0.05$ , which indicates that the overall model is fit, (unstandardized Beta =  $-.080$ ,  $P(.014 < 0.05)$ ). Therefore, Green Hiring has negatively and significantly impact on environmental performance. Likewise  $R^2 = .622$  which depict that 62% of independent variables are explaining the dependent variable. Therefore,  $H_{1a}$  (Green hiring has positive effects on environmental performance) is rejected.

#### 4.5.2.3 $H_{1b}$ : *Green Training has positive effects on environmental performance.*

According to table 11, the hypothesis test of Green Training has positive effects on environmental performance. The dependent variable EP was regressed on predicting variable GH to test the hypothesis  $H_{1a}$ . The independent predicted the dependent variable  $F(4, 292) = 121.140$ ,  $P(.000) < 0.05$ , which indicates that the overall model is fit, (unstandardized Beta =  $.104$ ,  $P(.001 < 0.05)$ ). Therefore, Green Training has positively and significantly impact on environmental performance. Likewise  $R^2 = .622$  which depict that 62% of independent variables are explaining the dependent variable. Therefore,  $H_{1b}$  (Green Training has positive effects on environmental performance) is accepted.

#### 4.5.2.4 $H_{1c}$ : *Green Performance Appraisal has positive effects on environmental performance.*

According to table 11, the hypothesis test of Green Performance Appraisal has positive effects on environmental performance. The dependent variable EP was regressed on predicting variable GH to test the hypothesis  $H_{1a}$ . The independent predicted the dependent variable  $F(4, 292) = 121.140$ ,  $P(.000) < 0.05$ , which indicates that the overall model is fit, (unstandardized Beta =  $.163$ ,  $P(.000 < 0.05)$ ). Therefore, Green Performance Appraisal has positively and significantly impact on environmental performance. Likewise  $R^2 = .622$  which

depict that 62% of independent variables are explaining the dependent variable. Therefore,  $H_{1c}$  (Green Performance Appraisal has positive effects on environmental performance) is accepted.

#### **4.6 DISCUSSION AND CONCLUSION**

Firstly, in this study there was gender equality while administering the questionnaires to the respondent. The study shows that there is little difference between the genders of the respondent, which indicates that the researcher was unbiased. It was also indicated that most of the respondents were well skilled and competent in conducting duties based on their qualification and experience that was sufficient. The reliability test indicates that the method for collecting data was reasonable and appropriate for the study.

Descriptive statistics show that the average entry of all variables are at sufficient magnitude with bearable deviation. It further indicates that organization relates employee's environmental performance to reward and compensation; the organization considers personal trait, and environmental proficiency in recruitment and selection, and encourages employees to provide suggestions on environmental improvement. Furthermore, human resource management selects applicants who are sufficiently aware of the greening to fill job vacancies, also make known to each employee about their commitment to ecology during personal interview, the organization also carry-out an adequate assessment of employee's green performance after training, it also develops and publishes rules of conduct relating to eco-behavior and lastly set penalties for environmental management breaches.

The Hypothesis testing shows that Green Human Resources Management (GHRM) shows a positive and significant effect on environmental performance and likewise there is a strong correlation between GHRM and environmental performance. Hence, Hypothesis  $H_1$  (Green human resource management positively affects environmental performance) was supported and accepted. Furthermore, it indicates that Green training (GT) also has a positive and significant effect on environmental performance and with a positive and strong relationship correlation with the environment. Therefore, hypothesis  $H_{1b}$  (Green Training has positive effect on environmental performance) is supported and accepted. Additionally, the results of the hypothesis show that performance appraisal has a positive and significant effect on environmental performance and a positive correlation with the environment. We, then support and accept the hypothesis  $H_{1c}$ : Green



Performance Appraisal has positive effect on environmental performance. Lastly, Green Hiring is statistically significant, but has negatively effect on environmental performance and there are a weak and a negative correlation with the environment. Therefore, hypothesis H<sub>1a</sub> (Green Hiring has positive effect on environmental performance) is rejected. On the significant aspect of the variables to environmental performance, the findings in the study are in line with that of other researchers, such as Aftab, H. 2021, concluded that green recruitment (green hiring) has a significant relationship with environmental performance. The negative effect of green hiring on environmental performance is that which has no literature backup from other developing countries (Bhutto, 2016 ;Masri & Jaaron, 2017).and thus stipulate low awareness of environmental strategy in the recruitment policies within the wood industries in Turkey. Base on this much work on implementation of green hiring and selection on organizational policies need to be done as green recruitment and selection is important for attracting well trained, educated, skill and talented work force (Jabbour, 2011).

## **CHAPTER FIVE**

### **RECOMMENDATION.**

#### **5.1 RECOMMENDATIONS**

This study investigates the quantity of significant and chosen variables. Neither the theoretical model for the survey of study might contain every single variable and the degree of Green Human Resources management ethics with the organization. More potential parts might be incorporated into the extension of the research model for future review. Once more, the purposeful technique of sampling was used to choose the sample from the population for the study; however, another may be used to get a positive sample in the future. To back up this review, more empirical, and conceptual exploration might be considered. Lastly, to access and sum up the discoveries of this review to a more extensive crowd and situation, this exploration technique should be tried in other emerging countries, in another sector, and which are dedicated to maintaining ecological conditions

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## APPENDIXES

Appendix A ; Questionnaire

### A Study Green HRM practices & Environmental Performance

Thanks for giving your precious time and contribution in this research. Your right answers will help to make this research effort meaning full. You are requested to fill questionnaire with following instructions.

#### Survey Instructions

1. Please answer all of the items.
2. There are no wrong answers – give your honest opinion against each question.
3. Be sure to read the statements and response choices carefully. The descriptions at the top of the columns may vary.

**Your Company Name:** \_\_\_\_\_

**Gender:**

Male	Female
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**Age Group:**

20-30	31-40	41-50	Above 50
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**Qualification:**

Bachelor's degree	Masters Degree	P.hd
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**Experience:**

less than 5 years	5-10 years	10-15 years	16-20 years	Above 20
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#### Section A –

		<b>Strongly Agree</b>	<b>Agree</b>	Neither Agree Nor Disagree	<b>Disagree</b>	<b>Strongly Disagree</b>
1	My organization provides adequate training to promote environmental management as a core organization value.					



2	My organization considers how well employee is doing at being environmental performance as part of their performance appraisal.					
3	My organization relates employee's environmental performance to reward and compensation.					
4	My organization considers personal identity environmental management fit in recruitment and selection.					
5	Employees fully understand the extant of corporate environmental policy.					
6	My organization encourages employees to provide suggestion on environmental improvement.					

**Section B:**

		<b>Very satisfied</b>	<b>Satisfied</b>	<b>Can't Decide</b>	<b>Dissatisfied</b>	<b>Strongly Dissatisfied</b>
1	HRM expresses certain environmental values in the job advertisements					
2	HRM indicates the preference to recruit candidates who have competency to ecological knowledge & skills in the recruitment message					

3	HRM selects applicants who are sufficiently aware of greening to fill job vacancies					
4	HRM announces you about your commitment to ecology during the personal interview.					

### Section C

		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	An adequate amount of environmental training is provided to employees					
2	Employees can have opportunities to be trained on environmental issues					
3	Employees receive environmental training frequently					
4	Employees use their environmental training effectively					
5	Employees have opportunities to use environmental training					
6	An adequate assessment of employee's green performance after training					

**Section D**

		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	HRM establishes a clear set of rules and regulations which regulates employees to be concerned with environmental protection.					
2	HRM observes employees' environmentally-attitudes when performing professional tasks (such as paper use reduction)					
3	HRM formulates and publishes the rules of conduct relating to eco-behavior.					
4	HRM sets penalties or dismissal for environmental management breaches.					

**Section E**

		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
	<b>Environmental management within our organization has...</b>					
1	Reduced waste					
2	Conserved water usage					
3	Conserved energy usage					
4	Reduced purchases of non-renewable materials, chemicals and components.					
5	Reduced overall cost					
6	Improved its position in the marketplace					
7	Helped enhance the reputation of our organization					

**Thank you for your kind support**

**Appendix B ; Regression Analysis**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Green_performance appraisal, Green hiring, Green training, GHRM <sup>b</sup>		Enter

a. Dependent Variable: Environmental\_performance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.622	.15925

a. Predictors: (Constant), G\_performance\_appraisal,

G\_hiring, G\_training, G\_HRM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.289	4	3.072	121.140	.000 <sup>b</sup>
	Residual	7.304	288	.025		
	Total	19.592	292			

a. Dependent Variable: Environmental\_performance

b. Predictors: (Constant), G\_performance\_appraisal, G\_hiring, G\_training, G\_HRM

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.693	.185		3.757	.000		
	G_training	.104	.032	.125	3.218	.001	.856	1.168
	G_hiring	-.080	.033	-.089	-2.464	.014	.984	1.016
	G_HRM	.518	.052	.555	10.002	.000	.421	2.376
	G_performance_appraisal	.163	.040	.220	4.092	.000	.450	2.224

a. Dependent Variable: Environmental\_performance



