Global Warming and Climate Change has led to the growing need of integrating green practices and environment management into business. Today the situation is such that a business can sustain only if it is able to implement strategies and policies that help in their mission of sustainability. All departments in the organisation should be integrated to the sustainability mission to face the challenges of climate change and sustain in the long run. The HR department play a key role in linking the sustainability mission of the organisation to the employees. The purpose of the paper is to identify the green initiatives taken by the HR in its functions of green recruitment, green training and green performance appraisal to combat the challenges posed by climate change and build business sustainability. To evaluate the association between the variables used for the study a model was drawn and the results of model indicate absolute best fit indices fits the sample data and reveals that the propose model has the acceptable fit, by way of satisfying the recommended value. For deriving the model a structured questionnaire was designed and distributed to HR professionals working in Chennai city.

INTRODUCTION

Global Warming and Climate Change has led to the growing need of integrating green practices and environment management into business. Sustainability and a balanced socio-economy is a critical issue for the development of business. From business perspective sustainability has been defined as a “company’s ability to achieve its business goals and
increase long term shareholder value, integrating economic, environmental and social opportunities into its business strategies” (Symposium on Sustainability, 2001). Today the situation is such that a business can sustain only if it is able to implement strategies and policies that help in their mission of sustainability. All departments in the organisation should be integrated to the sustainability mission to face the challenges of climate change and sustain in the long run. The HR department play a key role in linking the sustainability mission of the organisation to the employees. To understand the key area that could integrate business vision of sustainability into its employees the study has been conducted to identify the critical role of a HR that helps to build and sustain competitive advantage. The purpose of the paper is to identify the green initiatives taken by the HR in its functions of green recruitment, green training and green performance appraisal to combat the challenges posed by climate change and build business sustainability. Green Human Resources Management has gained momentum in the recent days as researches conducted show that there has been an increase in the awareness towards environmental management and sustainable development.

Changes in technology, globalisation, and climate change have transformed the working of the organisation. Organisations need to shift their practices and policies and align them with green initiatives. Organisations need to create equilibrium between growth and safeguarding the environment to sustain.

**Green Recruitment:** Green Recruitment has been identified as those initiatives taken by the HR to reduce the carbon footprints of the company by reducing business travels, reduced use of papers, and save business expenses for recruitment. The purpose of green recruitment is to make recruitment process more efficient, effective, and less expensive using online recruitment and social media sites.

**Green Training:** Training has been an important Human Resource (HR) intervention for which organisations have been spending huge amounts. Training supports the needs of the organisation as well as the employees. Training is the best HR function to communicate and train the employee to reach towards the sustainability mission of the organisation. Through green training sessions employees are educated on the need to efficiently utilize resources, save energy and reduce business cost to sustain.

**Green Performance Appraisal:** Performance Appraisal is the systematic evaluation of the performance of the employees and to understand the abilities of a person for future growth and development. Green Performance Appraisal System in addition to the existing system of tracking employee performance also tracks the employee engagement and contribution in reducing the carbon footprints of the business that leads it advance sustainability. An environmentally responsible employee would work for the development of the society and the nation.

### 1.1 Research Objective:

The objective of the paper is to study the HR green practices in recruitment, training and performance appraisal to build business sustainability. The paper seeks to understand how best application of green recruitment, training and performance appraisal can help the organisation reduce the carbon footprints and sustain.
1.2 Research Problem:

Climate change and increasing pollution has urged the need to adopt eco friendly practices among corporate. The need for a proactive approach to environment management has become the main focus of various departments in the business. The human resources department has also started taking its initiatives to help towards the sustainability mission of the organisation. Only a very few research studies has been done on identifying HR initiatives in HR functions, hence this paper focuses on how green recruitment, green training and performance appraisal by the HR has helped to advance the sustainability of business.

RESEARCH METHODOLOGY, DATA COLLECTION AND SAMPLE SIZE

2.1 Data Collection:
Primary and secondary data was collected for the study. A structured questionnaire was constructed and survey was conducted to identify the role of HR Professional in building business sustainability.

(i) Primary Data: Structured Questionnaire was prepared and validated through Reliability Analysis. The Cronbach Alpha Value is .7925.

(ii) Secondary Data: Books, journals, etc. Sample Size: 100

2.2 Research Methodology:
Structured Equation Modelling, Reliability analysis and Friedman Test were used to analyse the data.

2.3 Reliability Analysis:
The aim of the reliability as quality criteria is to minimize errors and give stable results of the data collection. Reliability was calculated by using the statistical methods such as the Cronbach alpha as multiple item measures were used. In order to find out the soundness of the scale the reliability was computed and it was found that the scale is reliable as the Cronbach Alpha of the scale is 0.7925

2.4 Objectives of the Study:
- To study the green practices in HR functions.
- To study the impact of green practices to advance business sustainability.
- To examine the usefulness of HR Leadership model to advance sustainability for assessing the role of HR in advancing business sustainability.
- To evaluate whether all the measures fit the recommended value indicating a good fit to the structural model for the collected data.

2.5 Literature Review:
2.5.1 Recruitment:
Green Recruitment means a paper free recruitment process with minimal environmental impact. Green recruiting is a system where the focus is given on the importance of the environment and making it a major element within the organisation (Haltom, Mitchell, Lee, and Eberly).
Online recruitment and selection process is the method to recruit and select people through the internet and the research results highlights that green recruitment and selection are effective in terms of time to hire and cost saving. The research also indicates that online recruitment is effective in terms of developing competitive edge for the firms by increasing corporate image and getting quality candidates. (Aakash Gopalia)

The authors identified the Internet recruitment methods from relevant literature and describes the benefits influencing recruitment performance. According to the results, the study concluded that traditional recruitment may not require any particular technology whereas online recruitment is reliant on a wide range of information and communication technologies. (Navdeep Kumar and Pankaj Garg)

The research study conducted, contributed to research on recruitment source effectiveness by linking perspective from the organisational and applicant viewpoints to recruitment sources. The results of the study highlights that the internet is relatively a new recruitment source but not the most effective recruitment source for the organisations to utilise as there is no evidence to indicate that the use of the internet will generate better quality applicants than other sources.(Erica R.Marr)

(Andrea Broughton et al) in their research study identifies the use of Social Media in recruitment Process and concludes that there would be greater use of social media tools in the future and concludes that there is a changing role of HR because of social media tools that tends to encourage fast and direct communication between the individuals. If job applications are being advertised via social media sites potential applicants would have the opportunity to communicate directly with the organisations.

(Ankita Jain at al) In their research paper determined the e-recruitment strategies used by the organisations in India. The study samples were collected from reputed banks in India at Jaipur. The study results highlights that e-recruitment is an easiest and convincing way to hire people from any part of the world and promote business opportunity. E-HRM helps in conveying any kind of HR policies, training programs and pay slip sheets easily.

2.5.2 Training and Development:

The paper analysis through a literature review brings out the importance of training and development and its relation with the employees quality of work life. The study highlights that training plays a vital role in every organisation. Training programs improve Employee Performance at workplace, it updates employee knowledge and enhances their personal skills, and it helps in avoiding Managerial Obsolescence. Training programs help managers in succession planning, employee retention and motivation. (M.Pallavi.P.Kulkarni)

(Raja Abdul Ghafoor khan et al) developed four hypothesis to see the impact of all the independent variables on the overall organisational performance. The results of the hypothesis show that Job training, Training design and delivery style has a significant effect on organisational performance. Training and development is very important for an organisation to compete with the changing business world.

(Kavitha Rani & Diksha Garg) studied on the Training and development programs in public sector banks. The objective was to study the existing status of training and development programs in banks and to examine the effectiveness of these programs. The
research study highlights that there is enough evidence to show that employees who were trained on a regular basis are the ones who provide a higher quality service the customers. Banks taken for the study agree that they provide training programs to enhance employee knowledge and skills to satisfy customers and that is reflected in the growth of banking sector in India.

(Falola.H.O at al) studied the effectiveness of training and development on employees’ performance and organisational competitiveness in the Nigerian Banking Industry. The study was through a descriptive research method where about two hundred and twenty three questionnaires were collected from selected banks in Lagos State in Nigeria. The study results indicates that both behavioural and cognitive training techniques enhances employees’ capacity enriches employees efficacy and promotes innovation and creativity for competitive advantage. A good training strategy plays a significant role in better employee performance and increasing the organisational performance.

(Nischithaa & Narasimha Rao), based their exploratory study on training programs within the hotel industry. The research study observed that training increases employee morale and satisfaction. It enhances the company productivity and also improves the service quality. It highlights that the Human Resources Department should emphasize the importance of training programs to the company success. Hotels should also develop training programs to avoid unnecessary spending of training budgets.

2.5.3 Performance Appraisal:

(Bagun D.P) studied the employee’s performance appraisal system at SEMCO to check the effectiveness of current appraisal system. The results of the research highlights that, majority of the employees of the organisation are aware of the system of appraisal and most of the employees are fairly happy with the appraisal system. It was suggested that the company has to shift to a 360 degree appraisal method for better involvement and motivation of employees.

The research study by (Sanjeet Singh et al) examined the effect of performance appraisal on an individual as well as the organisation. The sample used for the study was 100 from North Indian states. The results of the study showed that there was a noticeable effect of performance appraisal on the organisation as well as individuals. Performance Appraisal is an indispensible part that providing an edge to both the organisation and the employees. It helps in assessing the capabilities of the employees and employees’ contribution to the organisation.

RESULTS AND DISCUSSION

3.1 Profile of the Respondents

Table 1: Age Group in Years

<table>
<thead>
<tr>
<th>Age Group in years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 40</td>
<td>27</td>
<td>27.0</td>
</tr>
<tr>
<td>40-45</td>
<td>59</td>
<td>59.0</td>
</tr>
<tr>
<td>Above 45</td>
<td>14</td>
<td>14.0</td>
</tr>
</tbody>
</table>
The above table represents the age profile of HR Personnel. It is observed that 59% belong to the age group between 40-45 and 27% belong to the age group between below 40.

Table 2: Size of Business

<table>
<thead>
<tr>
<th>Size of Business</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large</td>
<td>34</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td>Medium</td>
<td>49</td>
<td>49.0</td>
<td>49.0</td>
</tr>
<tr>
<td>Small</td>
<td>17</td>
<td>17.0</td>
<td>17.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The above table represents the size of the business. It shows that the sample collected represents 49% were medium scale industries, 34% large scale industries and 17% small scale industries.

Table 3: Designation

<table>
<thead>
<tr>
<th>Designation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior level</td>
<td>53</td>
<td>53.0</td>
</tr>
<tr>
<td>Middle level</td>
<td>31</td>
<td>31.0</td>
</tr>
<tr>
<td>Junior level</td>
<td>16</td>
<td>16.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The above table shows the designation of respondents. It is understood that 53% of sample represented Senior level HR Managers, 31% Middle level HR Managers and 16% were Junior level HR Managers.

Table 4: Experience in Years

<table>
<thead>
<tr>
<th>Experience in years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upto 10</td>
<td>49</td>
<td>49.0</td>
</tr>
<tr>
<td>Above 10</td>
<td>51</td>
<td>51.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The above table represents experience of the HR managers. It is known that 49% had up to 10 years of experience and 51% of HR Managers had experience above 10 years.

3.2 Sem Analysis:

Structural Equation Modelling includes a diverse set of mathematical model. Computer algorithms and statistical methods that fit networks of constructs to data: SEM includes confirmatory factor analysis, path analysis, partial least squares path modelling and latent growth modelling. SEM model often invoke a measurement model that defines latent variables using one or more observed variables and a structural model that imputes relationships between unobserved variables.
3.2.1 Structural Equation Modelling (SEM): Model Fit Assessment.

Structural equation modelling was used to analyse the suitability of the model based upon the collected samples. The structural equation model is most useful when assessing the casual relationship between variables as well as verifying the compatibility of the model used (Peter 200) Structural equation modelling evaluates whether the data fit a theoretical model. In order to evaluate the model, emphasis was given to Chi-square, CFI, GFI, AGFI, TLI, IFI, RMSEA and PGFI (Table). For the purpose of testing the model fit null hypothesis and alternative hypothesis are framed.

(i) Hypothesis:
- Null hypothesis (Ho): The hypothesized model has a good fit
- Alternate Hypothesis (H1): The hypothesized model does not have a good fit.

The Variables Used in the Structural Equation Model are

I. Observed, Endogenous Variables
   1. HR Leadership
   2. Advanced Sustainability.

II. Observed, Exogenous Variables
   1. Green Recruitment
   2. Green Training
   3. Green Performance Appraisal

III. Unobserved, Exogenous Variables
   1. e1: Error term for HR Leadership
   2. e2: Error term for Advancing Sustainability.

Hence Number of Variables in the SEM are

- Number of variables in this model: 7
- Number of observed variables: 5
- Number of unobserved variables: 2
- Number of exogenous variables: 5
- Number of endogenous variables: 2

Figure 1: Structural Equation Model on Role of HR in Advancing Business Sustainability
Here the coefficient of Green Recruitment Practices is 0.192 represents the partial effect of Green Recruitment on HR Leadership, holding the other variables constant. The estimate positive sign implies that such effect is positive that H.R leadership role would increase by 19.2% for every unit increase in green recruitment practices and this coefficient value is significant at 1% level. The co-efficient of Green Training is 0.128 represents the partial effect of Green Training on HR leadership holding the other variables as constant. The estimate positive sign implies that such effect is positive that HR leadership role would increase by 12.8% for every unit increase in green training practices and this co-efficient value is significant at 5% level of significance. The co-efficient of Green Performance Appraisal is 0.322 represents the partial effect on Green Performance Appraisal on HR leadership holding the other variables as constant. The estimate positive sign implies that such effect is positive that HR leadership role would increase by 32.2% for every unit increase in green performance appraisal and this co-efficient value is not significant at 5% level of significance. The co-efficient of HR Leadership is 2.052 represents the partial effect of HR leadership role on Advancing Business Sustainability, holding the other variables as constant. The estimate positive sign implies that such effect is positive that advancing sustainability increases by every unit increase in HR leadership role as this co-efficient value is significant at 1% level.

Table 6: Model Fit Summary of Structural Equation Model

<table>
<thead>
<tr>
<th>Indices</th>
<th>Value</th>
<th>Suggested value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square value</td>
<td>7.687</td>
<td>-</td>
</tr>
<tr>
<td>DF</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>Chi-square value/DF</td>
<td>1.922</td>
<td>&lt; 5.00 (Hair et al., 1998)</td>
</tr>
<tr>
<td>P value</td>
<td>0.104</td>
<td>&gt; 0.05 (Hair et al., 1998)</td>
</tr>
<tr>
<td>GFI</td>
<td>0.975</td>
<td>&gt; 0.90 (Hu and Bentler, 1999)</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.942</td>
<td>&gt; 0.90 (Hair et al. 2006)</td>
</tr>
<tr>
<td>NFI</td>
<td>0.939</td>
<td>&gt; 0.90 (Hu and Bentler, 1999)</td>
</tr>
<tr>
<td>CFI</td>
<td>0.937</td>
<td>&gt; 0.90 (Daire et al., 2008)</td>
</tr>
</tbody>
</table>
From the above table it is found that the calculated P value is 0.472 which is greater than 0.05 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 1 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is 0.000 which is less than 0.10 which indicated it is perfectly fit.

### 3.2.2 Friedman Test

The Friedman test is a non-parametric statistical test developed by Milton Friedman similar to the parametric repeated measures ANOVA. It is used to detect differences in treatments across multiple test attempts. The procedure involves ranking each row together, then considering the value of ranks by columns.

**Table 7: Friedman Test for significant difference among mean ranks towards factors support e-recruitment to advance business sustainability**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean Rank</th>
<th>Chi-Square Value</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost effectiveness</td>
<td>4.13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speed and efficiency</td>
<td>3.47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer branding</td>
<td>3.08</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wider choice of quality candidates</td>
<td>3.62</td>
<td>18.126</td>
<td>&lt;.005</td>
</tr>
<tr>
<td>Global access</td>
<td>3.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24/7 connectivity</td>
<td>3.37</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results of the test highlights that since P value is less than 0.05, the null hypothesis is rejected at 5% level of significance. Hence concluded that there is significant difference among mean ranks towards factors and these factors help the HR to go for e-recruitment to one of the best way to building sustainability of business. Based on mean rank Cost effectiveness is the reason why HR choose e-recruitment (4.13) followed by Wider Choice of Candidates (3.62) and then speed and efficiency (3.47) being ranked third and so on.

**CONCLUSION**

The aim of the research paper was to study the green practices in HR functions to advance sustainability of business through an empirical analysis of factors like green recruitment, training and performance appraisal and accessibility pertaining to HR leadership through HR practices that help the business to advance its sustainability using structural equation modelling. From the model it could be well concluded that the hypothesized three factor model fits the sample data. The model structure showing the HR Leadership to Advance sustainability goodness of fit indices support the model fit and these
emphasized indices indicate the acceptability of this structural model. Hence it is concluded that HR plays a vital role in advancing the sustainability of business. The initiatives taken through green recruitment, green training and green performance appraisal has played a critical role in motivating and engaging employees to reach towards the sustainability mission of the organisation

REFERENCES


